

IDB RESEARCH PROJECT OVERVIEW  
(YINJ DRAFT, 3/19/90)

Purpose:

To identify information services firms in the Northeastern U.S. - preferably in the Boston area - that need European-based facilities and staff (or need to expand their current European operations).

INPUT's client, the Northern Ireland Industrial Development Board, will brief qualified companies on the advantages of using Northern Ireland as a European base.

Target Characteristics:

- 1) The company (or specific company units) does not necessarily require ongoing, close proximity to customers or other company operating units. Examples of desirable functions include software product development/maintenance; custom software development (professional services); processing/network services.
- 2a) The company sees significant expansion in its European operations. (Assumption "significant" = \$2 Million or more) ← ?

OR

- 2b) The company has a significant need for off-shore operations to support non-European business.
- 3) The company does not have a closed mind concerning location.

Target Respondents:

V.P. Finance, V.P. Development/R&D (Software Company), V.P. Operations (Service Company)

YINJ - INFORMATION REQUIREMENTS

Company:

Business Unit:

- Name
- Product/service offerings (now/future; US/Europe)
- Approximate size (\$/staff)
- Contact name/title



- Address/telephone

Potential Investment:

- General characteristics
- Skills/infrastructure requirements
- Budget (or other sizing criteria)
- Planned date(s)

Current European Operations:

- Location(s)
- Numbers/types of personnel
- Facility description (especially, computer-related)

Planned European Operations:

- Locations considered
  - Why?
  - Advantages
  - Disadvantages
  - Importance of Incentives
  - Incentives Offered
  - Status
- Willing to meet IDB representative?



# INPUT®

Parsippany Place Corporate Center, Suite 201, 959 Route 46 East, Parsippany, NJ 07054 (201) 299-6999

FAX No. (201) 263-8341

## FAX TRANSMITTAL FORM

### COVER SHEET - Page 1

DESTINATION: INPUT-UK

FAX NUMBER: \_\_\_\_\_

ATTENTION: Peter Lines

Telephone Number/Location \_\_\_\_\_

FROM: TOE

DATE: 3/19

PAGES: 1 of 3

TYPE: CONFIDENTIAL CORRESPONDENCE YES NO

URGENT YES NO

CHARGE CODE: YIND

COMMENTS: Peter - I've put down my understanding of the assignment. When we've got this right, we'll turn it into an interview guide for contacting companies. Note how I've introduced a \$ qualifying factor - is this size right?

Tan



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Target Respondents:

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YINJ - INFORMATION REQUIREMENTS

Company:

Business Unit:

- Name
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- Approximate size (\$/staff)
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Potential Investment:

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  - Why?
  - Advantages
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  - Incentives Offered
  - Status
- Willing to meet IDB representative?



IDB SECTORAL DEVELOPMENT  
INWARD INVESTMENT FOR SOFTWARE AND INFORMATION SERVICES

OBJECTIVES

The overall objective of this research project is to assist and support the IDB in the implementation of their Inward Investment Sectoral Campaign for the Software and Information Services Industry. This will be achieved through:

- the targeting of specific geographic areas and companies whose needs can be matched to what Northern Ireland has to offer.
- the provision of key market information to the IDB's Overseas Representatives.

Specifically the objectives of this particular research study are as follows:

- ~~Provide a short critique of the draft document concerning Inward Investment with particular reference to the rationale for selecting target companies.~~
  - Identify approximately 10 leading vendors in each of the three selected areas, together with the provision of a justification for the selection of the areas. These areas to coincide with regions where the IDB has Overseas Representatives. The emphasis to be placed on identifying vendors likely to be delivering large projects. The target is to achieve 30 contacts. (20 IN LONDON 10 IN BOSTON AREA)
  - ~~Provide an overview of the software and information services industry and make recommendations with regard to the need for (remote) skill training.~~
  - ~~Provide a brief description of the technological and other factors driving the growth of the industry.~~
  - ~~Review IDB visual aids and promotional material in order to identify possible improvements to assist in achieving the objectives of the Inward Investment strategy.~~
- } YINT  
is for  
the  
BOSTON  
area.



## SCOPE

The scope of the study is specifically defined by targeting the software and information services industry defined as comprising the following sectors:

- Processing Services
- Network Services
- Software Products
- Professional Services
- Systems Integration
- Turnkey Systems

The IDB has selected the three sectors of Network Services, Software Products (especially Systems Software) and Systems Integration\* as most likely to be the areas which provide the best opportunities. INPUT will examine and comment on this selection and make appropriate recommendations as part of the study.

It is most likely that the targeted vendors will be those that are focussing on entering or expanding their activities in the European market. Further, the best inward employment potential is likely to come from the development of projects which address business opportunities outside Northern Ireland. The implication of this is that the projects most likely to benefit the development of employment in Northern Ireland are those that can be remotely developed and do not require close and continuous liaison with the customer.

It is INPUT's suggestion that the geographic areas most likely to lead to the identification of software and information services vendors that meet these criteria are centred on:

- London
- Boston, USA
- ~~- Tokyo~~

INPUT notes that the IDB has Overseas Representatives in these locations. It would be necessary to discuss this geographic selection at the outset of the project.

~~Finally INPUT would meet with the IDB to review visual aids and promotional material in order to identify possible improvements that would support the IDB's overall objectives for inward investment.~~

\* As defined by INPUT



## METHODOLOGY

Specific tasks to be accomplished are identified according to the numbers used in John Harris's Tender Requirement letter 30.1.90.

At the commencement of the study the IDB and INPUT would meet in order to confirm the detailed study objectives and to finalise the chosen areas and geographic regions selected. It is also planned that INPUT's critique of the draft document concerning Inward Investment could be presented and discussed at this time. (Task 1)

LONDON

INPUT would then organise a vendor search, by means of its comprehensive records and continuous research of the computer software and information services industry and through its many personal contacts with leading industry executives. This activity would result in a written document being prepared for the IDB listing the contacts identified (named vendors and executive contact name) together with a brief justification for their selection. (Task 2)

LONDON

+

NEW JERSEY

This document would contain a brief description of each of the selected companies in order to highlight special factors (eg specific needs for development staff, attitudes of senior executives to different investment locations) and to provide a level of basic information on each target company.

LONDON

+

NEW JERSEY

In order to meet the overall requirements of the IDB in this project, INPUT recommends that a phased approach be taken to the implementation of the full task. The suggested timetable for this is set out in the section below titled 'Schedule.'

INPUT would also prepare an overview of the software and information services industry and a brief description of the technological and other factors driving industry growth with the purpose of this material being used to brief Overseas Representatives. INPUT recommends that these be prepared in the form of a presentation, with scripted notes to achieve clarity and precision.

LONDON

Based on the preparation of this material, INPUT would prepare recommendations with regard to the need for (remote) skill training of Overseas Representatives, for example advising on the availability of remote learning packages or other suitable services. Input would meet with the IDB to identify the specific needs in this area. (Tasks 3 & 4)

LONDON

Finally INPUT would meet with the IDB to critique visual aids and other promotional material with the objective of introducing improvements to achieve the overall aims of the IDB. (Task 5)

LONDON





## DELIVERABLES

The proposed vendor contacts and justification would be presented to IDB in written form. In a separate presentation document, as described above, INPUT would provide an overview of the software and information services industry, essentially for briefing Overseas Representatives, which would also contain a brief description of the technological and other factors driving the growth of the industry.

## SCHEDULE ( DATES NO LONGER RELEVANT )

INPUT is keenly aware of the IDB's need to move quickly to implement their strategy. At the same time INPUT is conscious of the need to produce high quality contacts that have been thoroughly researched in a professional manner. In particular to organise research in the USA and most especially in Japan will require a longer lead time. The differences between Western and Japanese business practices raises the possibility of achieving advice from INPUT's Tokyo office on how best to proceed with building the essential personal relationships with senior executives in the target companies.

INPUT therefore proposes a phased schedule in which London is targeted initially to be followed subsequently by research projects conducted in the Boston and Tokyo areas. The dates for these are to be agreed later. In total INPUT proposes that this research project would lead to the identification of a total of some 30 contact companies.

The first phase of this project which would encompass all five specified tasks, but in which Task 2 would only relate to London would be accomplished by Thursday March 15th.

The above schedule assumes authorisation to proceed on the project by Monday 19th February 1990.



AFTEC, Inc.

200 Central Ave.

Mountainside, NJ 07042

(201) 789-3222

(201) 789-8955 (fax)

• John Foss

• President

• Mr. John Foss oversees all aspects of the corporation. His primary responsibilities involve setting up relationships and programs, then letting other people run them.

• Selection Criteria

AFTEC is seeking a business partner with existing knowledge of the current market conditions in NI + Europe. AFTEC would be "very enthusiastic" regarding a joint venture into NI. AFTEC has clients in the UK for 6-7 years, and needs to support these clients. Also need to expand the software to include those with whom their clients conduct business, to facilitate data transfer. AFTEC expects a large potential due to their client relationships. Limitations are not so much financial (although this is a consideration) as a lack of market knowledge. Financial incentives would be helpful, especially reduced cost of market entry. There are no particular skill concerns. There are concerns due to the NI location, regarding image, disruptions, and employee safety.



### AFTEC, Inc

- \$5 M annual revenues (INPUT estimate)
  - 50 employees
- Software products
- Professional Services

◦ INPUT estimates AFTEC's 1989 revenues to be approximately \$5 million.

◦ There are two principal products. The first is PRO-III-MASER, an integrated closed loop commercial manufacturing system especially for use with mini, super-mini, and mainframe computers. The second product is PRO-III-DOD, an integrated comprehensive system especially for DOD/Aerospace manufacturers for mini or mainframe computers.



## IMPORTANT CONDITIONING FACTORS

RE: NI Investment

- Seeking joint venture overseas.
- Reduced cost of market entry
- Need to support existing client base





# Company Analysis and Monitoring Service (CAMS) - 1988 Directory

☒ New Entry

☐ Revised

Provide as much data as known. Partially complete forms are welcome.

Vendor Name: Attec Inc  
Address: 200 Central Ave, Mountainside NJ 07092  
Phone Number: 201 789 3222  
CEO/President: John Foss  
Key Contact: John Foss, President and CEO  
(Name) (Title)  
Total Employees: 50

Company's Primary Business: Provides MRP-II Software and Software Development Services

Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending 12/31/89  
—or— Revenue Range: Mo Day Yr

☐ Under \$1 Million

☐ \$10-20 Million

☐ \$1-5 Million

☐ Over \$20 Million

☒ \$5-10 Million

What percent of your revenue is derived from:

U.S. 80 % International 20 %

What percent of your revenue is derived from information services?

100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	_____ %
Systems Software Products	<u>0</u> %
Processing Services	<u>0</u> %
Network Services	<u>0</u> %
Turnkey Systems	<u>0</u> %
Professional Services	<u>0</u> %
Systems Integration	<u>0</u> %
Total	100%

} Proprietary.

Target Industries: Manufacturing

Type of Ownership:

☐ Public

☐ Subsidiary

☒ Private

☐ Division

Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: M. Pereira

Please put INPUT on your mailing list and send product literature.  
Thank You.

INPUT 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



Daly & Wolcott, Inc.

P.O. Box 1509

East Greenwich RI 02818

(401) 823-8400

(401) 823-7268 (fax)

- Andrew Kiza X240
- VP Marketing.
- Mr. Andrew Kiza has overall responsibility for national and worldwide marketing operations, for both direct sales and distributors.

- Selection Criteria

Daly & Wolcott is seeking either a base for customer consulting or a site for software manufacturing. The company is in the very preliminary stages of overseas expansion, and would welcome any contact from the IDB. Financials are not the only consideration. The company needs people who are already familiar with IBM midrange computers - there are concerns about existing skill levels. Mr. Kiza felt there were no particular advantages or disadvantages to locating in Northern Ireland.



DALY & Wolcott, Inc

- \$8.6M annual revenues (INPUT estimate)
  - 90 employees.
- Software products.
- Customer consulting services

• INPUT estimates Daly & Wolcott's 1989 revenues to be approximately \$8.6 million, an 18% increase over 1988 estimated revenues of approximately \$7.3 million.

• Principal products include accounting applications software for the distribution and manufacturing industries. The consulting services are used for the design of turnkey systems using IBM minicomputers.



## IMPORTANT CONDITIONING FACTORS

RE: NI INVESTMENT

- Overseas expansion planned
- High requirement for IBM midrange skills
- Base for consulting services





# Company Analysis and Monitoring Service (CAMS)- 1988 Directory

☒ New Entry  
☐ Revised

*Provide as much data as known. Partially complete forms are welcome.*

Vendor Name: Daly & Wolcott, Inc.

Address: P.O. Box 1509, East Greenwich, RI 02818

Phone Number: 401 823 8400

CEO/President: Terrence J. Daly

Key Contact: Andrew Kiza, VP Marketing  
(Name) (Title)

Total Employees: 90

Company's Primary Business: Provides accounting applications software, consulting services, & turnkey systems.

Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending \_\_\_\_/\_\_\_\_/\_\_\_\_

—or— Revenue Range: \_\_\_\_\_ Mo Day Yr

☐ Under \$1 Million

☐ \$10-20 Million

☐ \$1-5 Million

☐ Over \$20 Million

☒ \$5-10 Million

What percent of your revenue is derived from:

U.S. \_\_\_\_\_% International \_\_\_\_\_%

What percent of your revenue is derived from information services?

100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	_____ %
Systems Software Products	_____ %
Processing Services	_____ %
Network Services	_____ %
Turnkey Systems	_____ %
Professional Services	_____ %
Systems Integration	_____ %
Total	100%

Target Industries: Distribution and Manufacturing

Type of Ownership:

☐ Public

☐ Subsidiary

☒ Private

☐ Division

Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: \_\_\_\_\_

*Please put INPUT on your mailing list and send product literature.  
Thank You.*

**INPUT** 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



The Data Group Corp.

(a Nynex Co.)

77 S. Bedford St.

Burlington Business Center II

Burlington, MA 01803

(617) 272-4100

(617) 229-6189 (fax)

- David Olsson

- VP Marketing

- Mr. Olsson has responsibility for the marketing of The Data Group's software product, including the use of distributors in Europe.

- Selection Criteria

The Data Group currently uses distributors in Europe. They would like to expand their overseas presence by opening a facility for manufacturing as well as R&D and development. There is interest in being contacted by the IDB three months from now (August 1990); the Data Group is still in the preliminary planning stages of European expansion. There are concerns regarding the availability of skilled UNIX personnel, especially in 'c' and other UNIX tools. Investment assistance is certainly a consideration, but due to the early stages of planning, it is uncertain precisely what types of assistance would be of most interest. They are not known to have any preconceived views as to where the site should be located.



### The DATA GROUP CORP.

- \$11 million ANNUAL REVENUES (INPUT estimate)
- Applications Software
- Consulting Services
- Subsidiary of NYNEX

- The Data Group had approximately \$11 million in 1989 revenues, INPUT estimates. Actual figures are not available, as The Data Group is a NYNEX Subsidiary.
- Principal products include Fieldwatch, a service management information and requirement planning system. It supports and controls critical field service organization functions. This application supports ~~both~~ the service management environment as well as the distribution environment.
- The DATA Group Corporation was purchased by NYNEX in



## IMPORTANT CONDITIONING FACTORS

RE: NI INVESTMENT

- PRELIMINARY PLANNING FOR EUROPEAN VENTURE
- HIGH REQUIREMENT FOR UNIX SKILLS
- INCREASE EUROPEAN PRESENCE





# Company Analysis and Monitoring Service (CAMS)- 1988 Directory

☒ New Entry  
☐ Revised

Provide as much data as known. Partially complete forms are welcome.

Vendor Name: The DATA Group Corporation (ANNEX Co.)

Address: 77 S. Bedford St., Burlington Business Center II

Phone Number: (617) 272-4100 Burlington MA 01803

CEO/President: Alan Atkinson

Key Contact: Keith Larson (Product Mktg Mgr) or Dave Olesen (VP Mktg)  
(Name) (Title)

Total Employees: 145

Company's Primary Business: Applications software for field service management

Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending \_\_\_\_/\_\_\_\_/\_\_\_\_  
—or— Revenue Range: Mo Day Yr

☐ Under \$1 Million

☒ \$10-20 Million

☐ \$1-5 Million

☐ Over \$20 Million

☐ \$5-10 Million

What percent of your revenue is derived from:

U.S. \_\_\_\_% International \_\_\_\_%

What percent of your revenue is derived from information services?

100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	____%
Systems Software Products	<u>0</u> %
Processing Services	<u>0</u> %
Network Services	<u>0</u> %
Turnkey Systems	<u>0</u> %
Professional Services	<u>0</u> %
Systems Integration	<u>0</u> %
Total	100%

Target Industries: Field Service Organizations

Type of Ownership:

☐ Public

☐ Subsidiary

☒ Private

☐ Division

Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: JM Pereira

Please put INPUT on your mailing list and send product literature.  
Thank You.

INPUT 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



Digitize, Inc.

158 Edison Road

Lake Hopatcong NJ 07849

(201) 663-1017

(201) 663-4333

- Mr. Craig Smith
- Sr. Vice President
- Mr. Smith is the Business Development executive. He has overall responsibility of the running of the company, along with the president. Mr. Smith has particular experience in developing companies, guiding growth and technology.
- Digitize currently uses distributors in the European marketplace. They would prefer not to — profits are split between the distributor and Digitize, and there is less control over the products. Mr. Smith is very interested in speaking with an ISB representative, especially regarding financial incentives. Capital investment is a definite limiting factor in opening their own facility in Europe. They are not known to have any preconceived views as to where this site should be located. Mr. Smith feels that product manufacturing and service can be provided at the site.



### DIGITIZE, INC

- Between \$1 and \$5 million annual revenues
- Turnkey Systems
- 

• Digitize is a private company, with revenues between \$1 and \$5 million, and approximately 30 employees.

• Principal products are turnkey systems for fire and security applications.



## IMPORTANT CONDITIONING FACTORS

### RE: NI INVESTMENT

- Would like to discontinue European Distributors
- Existing European client base - planned expansion

- Mr. Smith feels that the only way they could begin operations in Europe is with the aid of financial incentives. He is interested in speaking with an IDB representative regarding new business development incentives.





# Company Analysis and Monitoring Service (CAMS) - 1988 Directory

☒ New Entry

☐ Revised

Provide as much data as known. Partially complete forms are welcome.

Vendor Name: Digitize Inc

Address: 158 Edison Rd., Lake Hopatcong NJ 07849

Phone Number: 201 663-1011

CEO/President: Abraham Brecher

Key Contact: Craig Smith, Senior Vice President  
(Name) (Title)

Total Employees: 30

Company's Primary Business: monitoring of fire + security systems  
(Turnkey systems)

Annual Revenue \$ \_\_\_\_\_

Fiscal Year Ending \_\_\_\_/\_\_\_\_/\_\_\_\_  
Mo Day Yr

—or— Revenue Range:

☐ Under \$1 Million

☐ \$10-20 Million

☒ \$1-5 Million

☐ Over \$20 Million

☐ \$5-10 Million

What percent of your revenue is derived from:

U.S. 85 % International 15 %

What percent of your revenue is derived from information services?  
100 %

alarm or p+  
monitoring + related  
into fire + security  
alarm, smoke alarm,  
sprinklers

What percent of information services revenue is derived from the following delivery modes:

Application Software Products \_\_\_\_\_ %

Systems Software Products \_\_\_\_\_ %

Processing Services \_\_\_\_\_ %

Network Services \_\_\_\_\_ %

Turnkey Systems \_\_\_\_\_ %

Professional Services \_\_\_\_\_ %

Systems Integration \_\_\_\_\_ %

Total \_\_\_\_\_ 100%

5000 to 25M systems

Target Industries: Federal S/L govt, Municipal, Fortune 500 Corp

Type of Ownership:

☐ Public

☐ Subsidiary

☒ Private

☐ Division

Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: JM Rein

Please put INPUT on your mailing list and send product literature.  
Thank You.

INPUT 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



Compu Soft Inc  
200 Perrine Rd  
Suite 220 A  
Old Bridge NJ 08857  
201-727-1500  
FAX - 201-727-1503

- Noel McMenamy is V/P Sales/Marketing, and co-owner with his brother Terry (President). He is in charge of business relationships and new developments, (although, as he says, he and his brother sometimes flip-flop assignments)

• Selection criteria.

Compu Soft is an IBM Marketeer designing 3/w for the Apparel and Textile industries in the IBM AS400 environment.

The company is looking to expand its horizons in the European marketplace by opening a branch and "bringing in sales and marketing folks" or working with a European affiliate for "intelligent saturation of their products in Europe".

McMenamy states that as an affiliate has already been set up in the West Coast geographic, remoteness is not new to them and would not be a problem.

He envisions this operation as a Local I support, which could even make modifications to the systems, and also sell and market. He feels that



Europe offers a tremendous opportunity for his products. Currently the company is adding to the existing line and unveiling a number of new applications for the apparel & textile industries.

He agrees that financial limitations are an issue for Empu Soft, which is a small company of only 13-14 persons, with revenue of \$5-10 MM. (which ~~12<sup>th</sup>~~ asked if \$1-5 MM the reply was yes, but then amended to \$1-10 MM - when I narrowed it down to 5-10 MM he corrected.)

Necessary skills would be, familiarity with the IBM AS400 and some form of apparel/textile capabilities. He does not see finding such personnel as a problem, rather, feels Europe is progressive in this area and specifically that d/p people in Ireland are motivated. He would be looking for a staff of 8-10 persons.

His only concern is the political situation in Northern Ireland, as to how secure it might be and whether it would have any effect on their operation. He was interested in knowing whether there was a particular location in N.I. that the IDC had in mind.



Company Analysis and Monitoring Service (CAMS)-  
1988 Directory

- ☐ New Entry  
☐ Revised

Provide as much data as known. Partially complete forms are welcome.

Vendor Name: Compu Soft

Address: 200 Perrine Rd (Suite 220A) Old Bridge NJ 08857

Phone Number: 201-727-1500 FAX 201-727-1503

CEO/President: Terry McMenamy - President

Key Contact: Noel McMenamy (Name) v/p Sales/Mktng (Title)

Total Employees: 14

Company's Primary Business: S/N for Apparel & Textile  
Indexing in IBM AS 400 environment

Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending \_\_\_\_/\_\_\_\_/\_\_\_\_  
—or— Revenue Range: Mo Day Yr

- ☐ Under \$1 Million ☐ \$10-20 Million  
☐ \$1-5 Million ☐ Over \$20 Million  
☒ \$5-10 Million

What percent of your revenue is derived from:  
U.S. 100 % International \_\_\_\_\_ %

What percent of your revenue is derived from information services?  
100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	<u>50</u> %
Systems Software Products	_____ %
Processing Services	_____ %
Network Services	_____ %
Turnkey Systems	<u>50</u> %
Professional Services	_____ %
Systems Integration	_____ %
Total	100% — SI is 20 of T/K

Target Industries: Apparel & Textile

Type of Ownership:  
☐ Public ☐ Subsidiary  
☒ Private ☐ Division  
Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: \_\_\_\_\_

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Thank You.

INPUT 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300





Want info mailed to them

- A+ Software  
Dennis Bowen  
16 Academy St  
Skanateles, NY 13152  
✓ (315) 685-6918
- Administrative Productivity Inc  
# Ralph Spofford, President  
4 Seytheville Row, PO Box 302  
New London NH 03257  
(603) 526-4000
- Advanced Computer Innovations  
Dr. Visant D. Saini, President  
30 Burncoat Way  
Rochester, NY 14534-2216  
(716) 454-3188
- Albany Data Systems Inc  
Gerald T. Fasset, President  
1707 Central Ave  
Albany NY 12205  
(518) 869-6833
- Cadre Technologies, Inc  
Rick Kadet  
222 Richmond St., Suite 301  
Providence, RI 02903  
(401) 351-5950
- Decision Systems, Inc  
VP New  
Mr. Rubin Benari, Business Development  
200 Rt 17  
Mahwah NJ 07430  
(201) 529-1440
- Fact International Ltd  
Gregg Cross, Dir of Int'l Bus.  
93 Grafton Rd  
Auckland New Zealand  
(Contact these group for  
decisions made for the Massachusetts  
office)
- ~~Debbi~~ Knowledge Garden  
Debbie Pellerin  
473A Malden Bridge Rd  
Nassau, NY 12123  
(518) 766-3000



## mail information

- LAN Systems UK Ltd  
1-3 St. Johns Square  
London England EC1M 4DH
- M+D Systems  
Bill Carpenter  
3885 N. Buffalo Rd.  
P.O. Box 108  
Orchard Park NY 14127  
(716) 662-6611
- Interactive Market  
Len Finelli  
55 Fifth Ave  
NY NY 10003  
(212) 620 0396



## Contact European office:

- Alliant Computer Systems Corp.  
Allan Brain 011-44-276-682765
- American Management Co. - Parent is UIS Ltd, Epson Surrey
- Bole & Babbage (owns Avant-Garde Computing)
- Bull & Ltd, London
- Chemical Design Inc., England 011-44-865-251-483
- Compuserve, owned by H+R Block. Has an office in UK (part of Access Technologies) 011-44-628-898-282 Mike Wier
- Computer Associates Int'l, England, 011-44-753-777-33
- Computerline, UK headquarters, 011-44-93-235-1022
- CPTub Systems + CPT Int'l owned by Computer Power Group, call the office in London.
- Drunetz Technologies owned by Hawker-Siddeley in England - <sup>contact</sup> them.
- Eastman Kodak Co., Wayne Jolly, Regional Bus. Unit Mgr England  
to 44-01-748-7979
- Elsevier Science Publishing Company, owned by The Dutch Company  
020 586 2843
- FWM Digitech Inc - being acquired by Mintech UK in  
Derby 011-44-332-45-940
- H+M Systems Software, Germany
- IBM, Dublin 011-3531-603-744  
William J. Burgess, Mktg + Svcs Mgr, x4766
- IMRS, Inc, Marco Arese, 011-39-2-66-88699
- AEG Corp, Horst Ballmann, 49-6182-81-2400 <sup>W. Germany</sup>
- Microway, Simon Schulte, 011-4481-541-5466 <sup>Surrey</sup> England
- The Media Services Group Ltd, Ian Patterson, general manager  
011-4471 - 490-1830



## Contact European Office (cont)

- Devon Systems International <sup>London</sup> 4471-623-5989  
Pia Patrick Brazil Sales  
Jeremy Edwards, Office Administrator
- Intellution Inc.  
Belgium  
Intellution U.S.A.  
Place de l'Université  
1348 Louvain-La-Neuve  
Belgium





## Companies that said to contact the European Office

- ① Alliant Computer Systems Corp.  
Contact: Allan Brain, President European Operations  
011-44-276-682765
- ② UFS, Inc (formerly American Management Co., Inc)  
Contact main office, UFS Ltd, in Epson Surrey
- ③ Avant-Garde  
Owned by Boole + Babbage, which has European locations. Anything Avant-Garde would do would be through B+B.
- ④ Bull Ltd., in London
- ⑤ <sup>Ross</sup> Cardinal Data Corporation  
Contact: Ross Systems, Wapping Rd, Bristol 011-44-272-293287
- ⑥ Chemical Design Inc  
Contact: England office 011-44-865-251-483
- ⑦ Computer Associates International  
Contact UK office: 011-44-753-777-33  
Slough office
- ⑧ CP Information Systems / CP International Inc  
Contact London office: 011-<sup>44-</sup>235-834-606



Companies already contacted by the IDB, IDA

① ADRA Systems, Inc.

Patrick Brochu

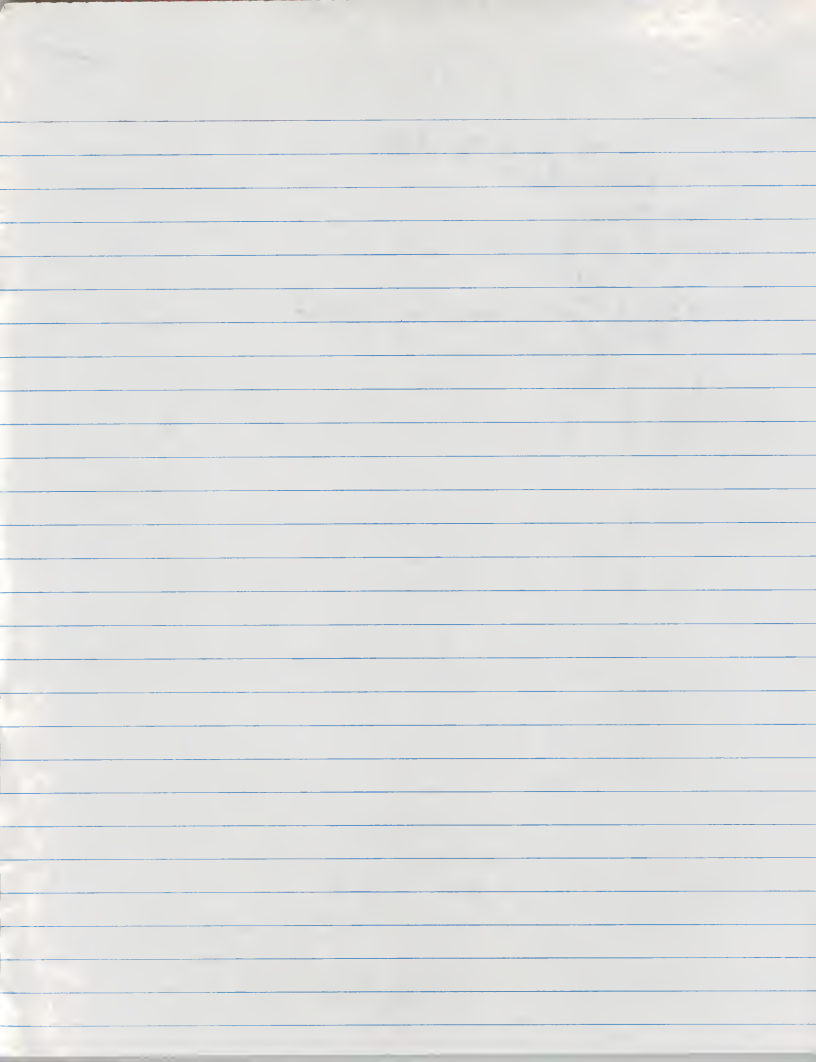
International Sales Mgr

(508) 937-3700

② Applied Digital Data Systems, Inc. (ADDS)

Dermott Coffey, VP

(516) 231-5400



YVINS Status 5/9/90

2 completed interviews . Total time used 34.6 hrs

Contact European Ops (13)

Im/call again (108)

No interest in Europe/NI (102)

~~Already have operations in NI~~

Use Distributors in Europe/NI (11)

mail info: (13)

Spoke to IDB (1)

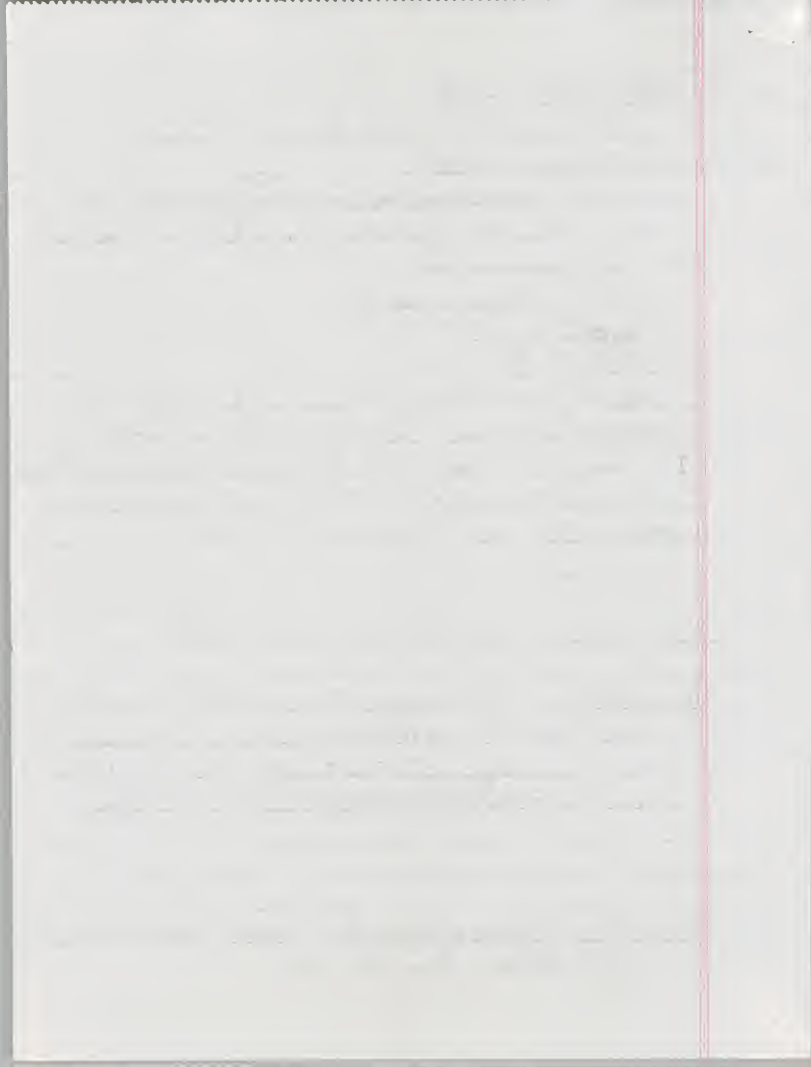
Spoke to IDA (1)

mail info: A-Systems Corp; Aintech Corp; Albany Data Systems; AT+T Data Systems Grp; CMC Associates Inc; Computer Corp of America; Central Transaction Corp; Convergent Solutions Inc; Eastern Computer Graphics; Electronics Interface Assoc; Enriscio; FACT Int'l; Industrial Programming Inc  
Spoke with IDB: Absolut Software Inc; Adra Systems, Inc;

Spoke with IDA: Applied Digital Data Systems (ADDSS)

Use distributors: Bedford Computer Corp.; Blackband Microsystems; Brightbill-Roberts & Co., Ltd; Capital Equipment Corp; DataEase Int'l; Decision Technology Inc; DEC; Digital Products, Inc; EDP Security Inc; Graftel Systems, Inc; Imaging Technology

Some of the companies have been called twice (approx. 50)  
so at least 300 calls have been made.



As of 5/9/90

Companies that said to contact European operations:

- Alliant Computer Systems Corp.

Allan Brain

011-44-276-682765

- American Management Co. - Parent UIS Ltd, Epson Surrey
- Bosle + Babbage (owns Avant-Garde Computing).
- Bull Ltd, London
- Chemical Design Inc, England, 011-44-865-251-483
- Computer Associates Int'l, England 011-44-753-777-33
- Computer PowerGroup (owns CPInfo Systems), London
- Dranetz Technologies owned by Hawker - Siddly in England.
- Eastman Kodak, London, Wayne Jolly 011-44-01-748-7979
- Elsevier Science Publishing Company owned by The Dutch Company  
020-586-2843
- H+M Systems Software, Germany
- IBM, Dublin 011-353-1-603-744,  
William J. Burgess, Mktg + Svcs Mgr, X4766
- IMPRS, Inc, Marco Arese, 011-39-2-66-88699





P. 01 \*

MAY-15-90 TUE 11:52 \*

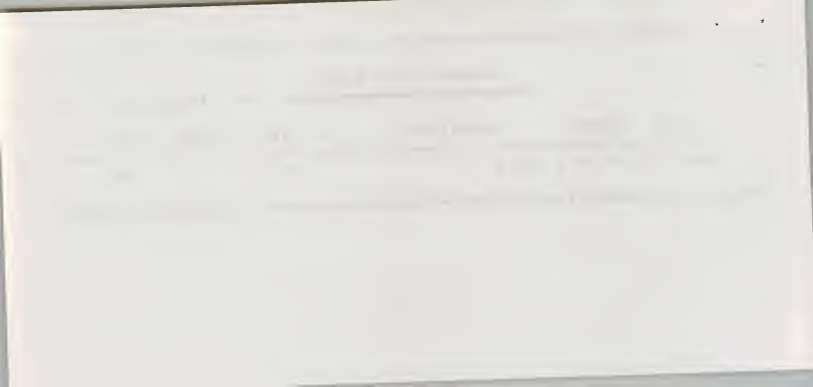
DATE      START

RECEIVER

TX	TIME	PAGES	NOTE
----	------	-------	------

MAY-15 11:45 LONDON

7'22" 13 OK



# INPUT®

Parsippany Place Corporate Center, Suite 201, 959 Route 46 East, Parsippany, NJ 07054 (201) 299-6999

FAX No. (201) 263-8341

## FAX TRANSMITTAL FORM

### COVER SHEET - Page 1

DESTINATION: INPUT UK

FAX NUMBER: \_\_\_\_\_

ATTENTION: Peter Lines

Telephone Number/Location \_\_\_\_\_

FROM: Joanne Ponnusky

DATE: \_\_\_\_\_

PAGES: 1 of       

TYPE: CONFIDENTIAL CORRESPONDENCE YES \_\_\_\_\_ NO \_\_\_\_\_

URGENT YES \_\_\_\_\_ NO \_\_\_\_\_

CHARGE CODE: \_\_\_\_\_

#### COMMENTS:

Peter:  
Here are the companies that we have  
spoken to at this time. We are very uncomfortable  
about the revenues for Daily + Walcott and the  
Data Group and trying to pressure it further with them.  
We just wanted you to see the 3 companies.  
Call if you have questions or leave on voicemail.

Joanne



AFTEC, Inc.

200 Central Ave.

Mountainside, NJ 07092

(201) 789-3222

(201) 789-8955 (fax)

• John Foss

• President

• Mr. John Foss oversees all aspects of the corporation. His primary responsibilities involve setting up relationships and programs, then letting other people run them.

• Selection Criteria

AFTEC is seeking a business partner with existing knowledge of the current market conditions in NI & Europe. AFTEC would be "very enthusiastic" regarding a joint venture into NI. AFTEC has clients in the UK for 6-7 years, and needs to support those clients. Also need to expand the software to include those with whom their clients conduct business, to facilitate data transfer. AFTEC expects a large potential due to their client relationships. Limitations are not so much financial (although this is a consideration) as a lack of market knowledge. Financial incentives would be helpful, especially reduced cost of market entry. There are no particular skill concerns. There are concerns due to the NI location, regarding image, disruptions, and employee safety.



### AFTEC, Inc

- \$5 M annual revenues (INPUT estimate)
  - 50 employees
- Software products.
- Professional services

◦ INPUT estimates AFTEC's 1989 revenues to be approximately \$5 million.

◦ There are two principal products. The first is PRO-III-MASTER, an integrated closed loop commercial manufacturing system especially for use with mini, super-mini, and mainframe computers. The second product is PRO-III-DOD, an integrated comprehensive system especially for DOD/Aerospace manufacturers for mini or mainframe computers.





## IMPORTANT CONDITIONING FACTORS

RE: NI Investment .

- Seeking joint venture overseas.
- Reduced cost of market entry
- Need to support existing client base



# Company Analysis and Monitoring Service (CAMS) 1988 Directory

☒ New Entry

☐ Revised

Provide as much data as known. Partially complete forms are welcome.

Vendor Name: Altec Inc  
Address: 200 Central Ave, Mountainside NJ 07092  
Phone Number: 201 789 3222  
CEO/President: John Foss  
Key Contact: John Foss, President and CEO  
(Name) (Title)  
Total Employees: 50

Company's Primary Business: Provides MRP-II software and software development services

Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending 12/31/89  
—or— Revenue Range: Mo Day Yr

☐ Under \$1 Million

☐ \$10-20 Million

☐ \$1-5 Million

☐ Over \$20 Million

☒ \$5-10 Million

What percent of your revenue is derived from:

U.S. 80 % International 20 %

What percent of your revenue is derived from information services?

100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	_____ %
Systems Software Products	<u>0</u> %
Processing Services	<u>0</u> %
Network Services	<u>0</u> %
Turnkey Systems	<u>0</u> %
Professional Services	_____ %
Systems Integration	<u>0</u> %
Total	100%

} proprietary.

Target Industries: Manufacturing

Type of Ownership:

☐ Public

☐ Subsidiary

☒ Private

☐ Division

Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: M Pereira

Please put INPUT on your mailing list and send product literature.  
Thank You.

INPUT 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



Daly & Wolcott, Inc.

P.O. Box 1509

East Greenwich RI 02818

(401) 823-8400

(401) 823-7268 (fax)

- Andrew Kiza X240
- VP Marketing.
- Mr. Andrew Kiza has overall responsibility for national and worldwide marketing operations, for both direct sales and distributors.

- Selection Criteria

Daly & Wolcott is seeking either a base for customer consulting or a site for software manufacturing. The company is in the very preliminary stages of overseas expansion, and would welcome any contact from the IDB. Financials are not the only consideration. The company needs people who are already familiar with IBM midrange computers - there are concerns about existing skill levels. Mr. Kiza felt there were no particular advantages or disadvantages to locating in Northern Ireland.



SALY & Wolcott, Inc

- \$8.6M annual revenues (INPUT estimate)  
- 90 employees.
- Software products.
- Customer consulting services

• INPUT estimates Saly & Wolcott's 1989 revenues to be approximately \$8.6 million, an 18% increase over 1988 estimated revenues of approximately \$7.3 million.

• Principal products include accounting applications software for the distribution and manufacturing industries. The consulting services are used for the design of turnkey systems using IBM minicomputers.





## IMPORTANT CONDITIONING FACTORS

RE: NI INVESTMENT

- Overseas expansion planned
- High requirement for IBM midrange skills
- Base for consulting services



# Company Analysis and Monitoring Service (CAMS) 1988 Directory

☒ New Entry  
☐ Revised

*Provide as much data as known. Partially complete forms are welcome.*

Vendor Name: Daly & Wolcott, Inc.  
Address: P.O. Box 1509, East Greenwich, RI 02818  
Phone Number: 401 823 8400  
CEO/President: Terrence J. Daly  
Key Contact: Andrew Kiza, VP Marketing  
(Name) (Title)

Total Employees: 90  
Company's Primary Business: Provides accounting applications  
software, consulting services, & turnkey systems.  
Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending \_\_\_\_/\_\_\_\_/\_\_\_\_  
—or— Revenue Range: Mo Day Yr

☐ Under \$1 Million

☐ \$10-20 Million

☐ \$1-5 Million

☐ Over \$20 Million

☒ \$5-10 Million

What percent of your revenue is derived from:  
U.S. \_\_\_\_% International \_\_\_\_%

What percent of your revenue is derived from information services?  
100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	____%
Systems Software Products	____%
Processing Services	____%
Network Services	____%
Turnkey Systems	____%
Professional Services	____%
Systems Integration	____%
Total	100%

Target Industries: Distribution and Manufacturing

Type of Ownership:  
☐ Public ☐ Subsidiary  
☒ Private ☐ Division  
Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: \_\_\_\_\_

*Please put INPUT on your mailing list and send product literature.  
Thank You.*

**INPUT** 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



The Data Group Corp.

(a Nynex Co.)

77 S. Bedford St.

Burlington Business Center II

Burlington, MA 01803

(617) 229-4100

(617) 229-6189 (fax)

- David Olsson

- VP Marketing

- Mr. Olsson has responsibility for the marketing of The Data Group's software product, including the use of distributors in Europe.

- Selection Criteria

The Data Group currently uses distributors in Europe. They would like to expand their overseas presence by opening a facility for manufacturing as well as software development. There is interest in being contacted by the IDB three months from now (August 1990); The Data Group is still in the preliminary planning stages of European expansion. There are concerns regarding the availability of skilled UNIX personnel, especially in 'c' and other UNIX tools. Investment assistance is certainly a consideration, but due to the early stages of planning, it is uncertain precisely what types of assistance would be of most interest. They are not known to have any preconceived views as to where the site should be located.



### The DATA GROUP CORP.

- \$11 million ANNUAL REVENUES (INPUT estimate)
- Applications Software
- Consulting Services.
- Subsidiary of NYNEX

- The Data Group had approximately \$11 million in 1989 revenues, INPUT estimates. Actual figures are not available, as The Data Group is a NYNEX Subsidiary.
- Principal products include Fieldwatch, a service management information and requirement planning system. It supports and controls critical field service organization functions. This application supports ~~both~~ the service management environment as well as the distribution environment.
- The DATA Group Corporation was purchased by NYNEX in





## IMPORTANT CONDITIONING FACTORS

RE: NI INVESTMENT

- PRELIMINARY PLANNING FOR EUROPEAN VENTURE
- HIGH REQUIREMENT FOR UNIX SKILLS
- INCREASE EUROPEAN PRESENCE



# Company Analysis and Monitoring Service (CAMS) 1988 Directory

☒ New Entry

☐ Revised

Provide as much data as known. Partially complete forms are welcome.

Vendor Name: The DATA Group Corporation (a NYNEX Co.)

Address: 77 S. Bedford St., Burlington Business Center II

Phone Number: (617) 272-4100 Burlington MA 01803

CEO/President: Alan Atkinson

Key Contact: Keith Larson (Product Mktg Mgr) or Dave Olsen (VP Mktg)  
(Name) (Title)

Total Employees: 145

Company's Primary Business: Applications software for field service management

Annual Revenue \$ \_\_\_\_\_ Fiscal Year Ending \_\_\_\_/\_\_\_\_/\_\_\_\_  
—or— Revenue Range: Mo Day Yr

☐ Under \$1 Million

☒ \$10-20 Million

☐ \$1-5 Million

☐ Over \$20 Million

☐ \$5-10 Million

What percent of your revenue is derived from:

U.S. \_\_\_\_% International \_\_\_\_%

What percent of your revenue is derived from information services?

100 %

What percent of information services revenue is derived from the following delivery modes:

Application Software Products	____ %
Systems Software Products	<u>0</u> %
Processing Services	<u>0</u> %
Network Services	<u>0</u> %
Turnkey Systems	<u>0</u> %
Professional Services	<u>0</u> %
Systems Integration	<u>0</u> %
Total	100%

Target Industries: Field Service Organizations

Type of Ownership:

☐ Public

☐ Subsidiary

☒ Private

☐ Division

Parent Corporation: \_\_\_\_\_

Subsidiaries: \_\_\_\_\_

Submitted by: JM Pereira

Please put INPUT on your mailing list and send product literature.  
Thank You.

**INPUT** 1280 Villa Street, Mountain View, CA 94041 (415) 961-3300



## INPUT

PICCADILLY HOUSE  
33/37 REGENT STREET, LONDON SW1Y 4NF  
TEL: (01) 493 9335 TELEX: 27113  
FAX: (01) 629 0179

## FAX TRANSMITTAL FORM

DESTINATION: TOM O'FLAHERTY - NEW JERSEY  
FAX NUMBER: + JOANNE PONWITE  
ATTENTION: \_\_\_\_\_

Telephone Number/Location \_\_\_\_\_

NUMBER OF PAGES: 1 of 15  
CONFIDENTIAL CORRESPONDENCE YES ☒ NO \_\_\_\_\_  
URGENT YES ☒ NO \_\_\_\_\_

## DESCRIPTION

*Tom, I have now got into gear on the  
IDB work and enclose some refinements  
in respect of defining requirements.  
- Firstly for clarity of definition of the task  
my 'project notes' following client meeting. (I had  
already briefed Joanne on this by phone.) The vendor  
search, Task 2 is the only task you have to worry about(!)  
in order to complete YINT.*

MORE →

\*\*\*\*\*

FROM: PETER LINES  
DATE: 3. 4. 90  
INPUT  
Project Charge Code: \_\_\_\_\_



- Secondly, an 'example' of the level of output I would expect on a CONTACT form to be submitted to the client - but please use your judgement as to what is appropriate.
- Thirdly, the interview guide sheet I have developed with your help which I think can be used in conjunction with a standard VAP interview form for those vendors for whom we have no basic information, hopefully very few!

Trust all is reasonably, look forward to speaking to you on the phone.

Regards

Peter

3.4.90 .





# ① PROJECT NOTES YILO (IDB)

## 1. VENDOR SEARCH (TASK 2.)

- PROJECT TARGET IS 20 LONDON  
10 NEWJERSEY (YINJ).
- THE TASK IS TO IDENTIFY A SET OF VENDORS WHO CAN REALISTICALLY BE CONSIDERED AS «SUSPECTS» FOR INVESTMENT IN NORTHERN IRELAND. THIS IMPLIES:
  - WE HAVE IDENTIFIED WITHIN THE VENDOR ORGANISATION A NAMED INDIVIDUAL WHO MUST BE A SENIOR EXECUTIVE TO WHOM THE NI INVESTMENT SALES CASE CAN BE MADE
  - THIS SENIOR EXECUTIVE MUST HAVE (TO OUR BEST ABILITY TO DETERMINE IT) REAL AUTHORITY OR VERY STRONG INFLUENCE OVER THE VENDOR'S INVESTMENT DECISIONS
  - IT IS THEREFORE MOST LIKELY THAT THE IDENTIFIED INDIVIDUAL WILL HAVE A POSITION SUCH AS:
    - CHAIRMAN / PRESIDENT
    - DIRECTOR / VICE-PRESIDENT
    - OF FINANCE / DEVELOPMENT / R&D
    - OPERATIONS



- IT IS IMPORTANT THAT WE ELIMINATE ANY INDIVIDUAL WHO HAS A PREJUDICED POSITION WITH REGARD TO NI. (MORE LIKELY TO BE A PROBLEM FOR UK THAN US TARGETS)
- THE KEY SALES MESSAGE OF THE IDB IS THE AVAILABILITY OF:
  - SKILLED LABOUR
  - INVESTMENT GRANTS
- CONSEQUENTLY INVESTING IN NORTHERN IRELAND IS LIKELY TO PROVE ATTRACTIVE TO THOSE COMPANIES FOR WHOM:
  - GEOGRAPHIC REMOTENESS (RELATIVELY) IS NOT A PROBLEM ie A SOFTWARE DEVELOPMENT LABORATORY, CONVERSION CENTRE ETC
  - FINANCIAL INCENTIVES WOULD BE PARTICULARLY ATTRACTIVE
  - HAVING DIFFICULTY IN HIRING STAFF
- ANY EVIDENCE OF THE ABOVE TENDANCIES PARTICULARLY WITH REGARD TO GEOGRAPHIC REMOTENESS WOULD BE VALUABLE INTELLIGENCE.



- WE WILL CANVAS INFORMATION AND COMMUNICATIONS TECHNOLOGY VENDORS USING A SIMPLE INTERVIEW CHECK LIST (ATTACHED) TO IDENTIFY THE REQUIRED NUMBER OF CONTACTS\*
- IN ALL CASES WE WILL IDENTIFY THE FACT THAT WE ARE WORKING ON BEHALF OF THE IDB.
- THE ONLY RESTRICTION PLACED ON US IS TO AVOID APPROACHING THE FOLLOWING ORGANISATIONS WHO ARE ALREADY BEING ACTIVELY PURSUED BY THE IDB:

• UK	ORACLE	• US	XRT
	SEMA GROUP		AST
	HOSKYN (INSIGHT)		ASA
	G C MCKENAN		ORACLE
	AST		
	BIS (NYNEX)		
	SIEMENS/IN2		
	GEC-MARCONI		
	GPT		
	CENTRE-FILE		
	ICL		

\* THE CRITERIA SHOULD BE ON THE "QUALITY" AND "VALUE" OF THE EXECUTIVE IDENTIFIED NOT ON THE TYPE OF COMPANY PER SE.



— THE WRITTEN INFORMATION TO BE PROVIDED TO THE DB FOR EACH CONTACT SHOULD BE AS FOLLOWS:

- NAME OF VENDOR , ADDRESS , TELEPHONE NO ETC.
- THE NAMED EXECUTIVE / POSITION / TITLE / RESPONSIBILITIES.
- BRIEF JUSTIFICATION FOR THEIR SELECTION
- OVERVIEW OF COMPANY HIGHLIGHTING ANY SPECIAL FACTORS IDENTIFIED GERMANE TO THIS PROJECT EG.
  - SPECIFIC NEEDS FOR DEVELOPMENT STAFF
  - FINANCIAL CONSIDERATIONS
  - ATTITUDES TO INVESTMENT LOCATIONS
- VAP PROFILE IF AVAILABLE. (IF NOT AVAILABLE THIS IS A GOOD OPPORTUNITY TO DO ONE!)

— (PL TO PRODUCE AN EXAMPLE OF ABOVE).  
WE MUST HAVE SAMPLES BY 9/4/90.





(2)

## EXAMPLE OF CONTACT REPORT

- NAME OF VENDOR

- ADDRESS

- TELEPHONE #

- FAX #

- NAME OF INDIVIDUAL

- POSITION TITLE

- Mr John Smith has overall responsibility for the service and support functions of the XYZ company. In particular he controls a field support network of 50 system support personnel and their remote support centre at Brussels.

- SELECTION CRITERIA

It is understood that the XYZ company is actively seeking to open a second remote support centre in Europe, partly as back-up to their Brussels centre, but primarily to support their new range of manufacturing software products. They are not known to have any preconceived views as to where this site should be located. Access to well-trained personnel and investment assistance are thought to be interesting criteria to this company.



(example)

## COMPANY OVERVIEW

## ISTEL

- £80M ANNUAL REVENUES  
- PBT £8M
- NETWORK SERVICES
- SYSTEMS OPERATIONS
- SUBSIDIARY OF AT&T

- Istel achieved annual revenues of £80M in 1989 having

~~~~~

- Principal Products & services are . . . .

- Istel was bought by AT&T in . . . . .

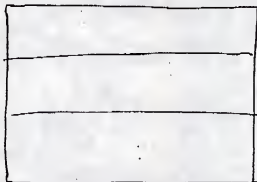
~~~~~

2.



## COMPANY OVERVIEW

## ISTEL REVENUE ANALYSIS



- (2 or 3 at the most)
- N.B. Further charts would identify other key points about the company drawn from the VAP Profile or the research
- This is simply 'packaging' - pulling out key points eg on strategy, country coverage etc as appropriate to the vendor in question.

3.



For example.

#### COMPANY OVERVIEW

##### IMPORTANT CONDITIONING FACTORS

##### RE NI INVESTMENT

- EUROPEAN VENTURE PLANNED
- HIGH REQUIREMENT FOR UNIX SKILLS
- PRESSURE ON MARGINS

- This final page summarises key points of particular relevance to the case for investment in NI.

N.B. The Format is 35mm Exhibit

+ EXPLANATORY TEXT

4.

---





PUT IN AS WELL

VAP/E PROFILE

OR EQUIVALENT

5.



③ INTERVIEW GUIDE SHEET

(N.B. - SHOULD BE PREFACED BY STANDARD INPUT  
INTERVIEW COVER SHEET.)



IDB VENDOR INVESTIGATIONPurpose:

To identify information services firms in the <sup>London</sup>/Northeastern U.S. - preferably in the Boston area - that need European-based facilities and staff (or need to expand their current European operations).

INPUT's client, the Northern Ireland Industrial Development Board, will brief qualified companies on the advantages of using Northern Ireland as a European base.

Target Characteristics:

- 1) The company (or specific company units) does not necessarily require ongoing, close proximity to customers or other company operating units. Examples of desirable functions include software product development/maintenance; custom software development network or processing services, systems integration.
- 2) The company is envisaging significant expansion / need for people in its European organisation.  
Significant level \$2M + ?
- 3) Need for 'offshore' capability to support global need.
- 4) Open-minded in respect of location  
- no specific prejudice against Northern Ireland.

Target Respondents:

V.P. Finance, V.P. Development/R&D (Software Company), V.P. Operations (Service Company)



## IDENTIFY SENIOR CONTACT

NORMAL INTRODUCTION OF: YOURSELF

- YOURSELF
- INPUT AND ITS RESEARCH WORK

Explain that you are acting on behalf of the IDB, the fact that the IDB are seeking to persuade people of certain significant advantages that they can offer companies intending investment in Europe, notably:

- Reduction by as much as a half in the level of investment required.
- Access to a ready supply of highly skilled <sup>(English speaking)</sup> people. ~~from~~

## POSSIBLE DISCUSSION POINTS.

- What investments are you planning in Europe that might benefit from these sort of advantages?
- ~~Do all the~~ <sup>(products/product support)</sup>
- What services do you provide that could be located 'remotely' from customer sites eg development lab.





- Are financial limitations an issue for your firm in meeting ~~any~~ of these opportunities?
- Would financial incentives therefore be important to you?
- Are there any particular skill requirements that are causing you concern in Europe?
- May I ask you whether there are any particular reasons why you might for (or NOT for) investing in Northern Ireland?  
— Advantages / Disadvantages.
- Who is the best person (if not yourself) to meet with a representative of the IDB to discuss these opportunities further?

#### FOR FIRMS WITH NO VAP PROFILE

- I would like to update our records with current information on your organisation, can you suggest who the best person is to contact for detailed data on your firm?
- Can you please send me a copy of your latest annual report and any product or other literature which you feel might be relevant.

THANKYOU AND CLOSE



## INPUT

PICCADILLY HOUSE  
33/37 REGENT STREET, LONDON SW1Y 4NF  
TEL: (01) 493 9335 TELEX: 27113  
FAX: (01) 629 0179

## FAX TRANSMITTAL FORM

DESTINATION: TOM O'FLAHERTY / JOANNE PONNHITZ  
FAX NUMBER: \_\_\_\_\_  
ATTENTION: NJ

Telephone Number/Location \_\_\_\_\_

NUMBER OF PAGES: 1 of 4CONFIDENTIAL CORRESPONDENCE YES ☒ NO ☐URGENT YES ☒ NO ☐

## DESCRIPTION

Tom / Joanne,Typed version for your comments.Peter.

\*\*\*\*\*

FROM: PETER LINESDATE: 4. 4. 90

INPUT

Project Charge Code: \_\_\_\_\_



IDB VENDOR INVESTIGATIONPurpose:

To identify information services firms in the London/Northeastern U.S. - preferably in the Boston area - that need European-based facilities and staff (or need to expand their current European operations).

INPUT's client, the Northern Ireland Industrial Development Board, will brief qualified companies on the advantages of using Northern Ireland as a European base.

Target Characteristics:

- 1) The company (or specific company units) does not necessarily require ongoing, close proximity to customers or other company operating units. Examples of desirable functions include software product development/maintenance; customer software development network or processing services, systems integration.
- 2) The company is envisaging significant expansion/need for people in its European organisation. Significant level \$2m +?
- 3) Need for 'offshore' capability to support global need.
- 4) Open-minded in respect of location - no specific prejudice against Northern Ireland.

Target Respondents:

Director/V.P Finance, Director/V.P. Development/R&D (Software Company), Director/V.P. Operations (service Company), Chairman/Managing Director/President.



INTERVIEW GUIDE SHEET

## IDENTIFY SENIOR CONTACT

## \* NORMAL INTRODUCTION OF:

- YOURSELF
- INPUT AND ITS RESEARCH WORK

\* Explain that you are acting on behalf of the IDB, the fact that the IDB are seeking to persuade people of certain significant advantages that they can offer companies intending investment in Europe, notably:

- Reduction by as much as half in the level of investment required.
- Access to a ready supply of highly skilled (English speaking) people.

## POSSIBLE DISCUSSION POINTS

- \* What investments are you planning in Europe that might benefit from these sort of advantages?
- \* What services do you provide that could be located 'remotely' from customer sites eg. development lab?
- \* Are financial limitations an issue for your firm in meeting these opportunities?





- \* Would financial incentives therefore be important to you?
- \* Are there any particular skill requirements that are causing you concern in Europe?
- \* May I ask you whether there are any particular reasons why you might favour (or NOT favour) investing in Northern Ireland? - Advantages/Disadvantages.
- \* Who is the best person (if not yourself) to meet with a representative of the IDB to discuss these opportunities further.

FOR FIRMS WITH NO VAP PROFILE

- \* I would like to update our records with current information on your organisation, can you suggest who the best person is to contact for detailed data on your firm?
- \* Can you please send me a copy of your latest annual report and any product or other literature which you feel might be relevant.

THANKYOU AND CLOSE



The Data Group Corp.

(a NYNEX Co.)

77 S. Bedford St.

Burlington Business Center II

Burlington MA 01803

(617) 272-4100

Fax (617) 229-6189

approximately \$10M/yr

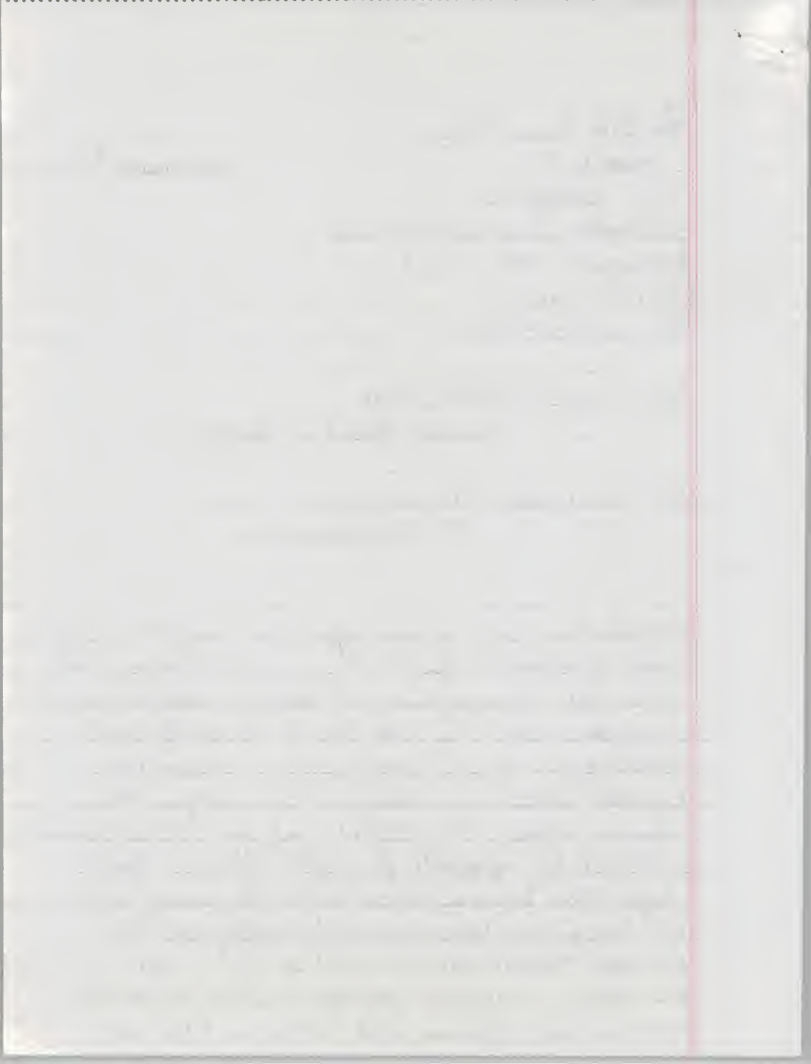
INPUT Contact: Keith Larson

Product Marketing Manager

Best IDB Contact: David Olsson

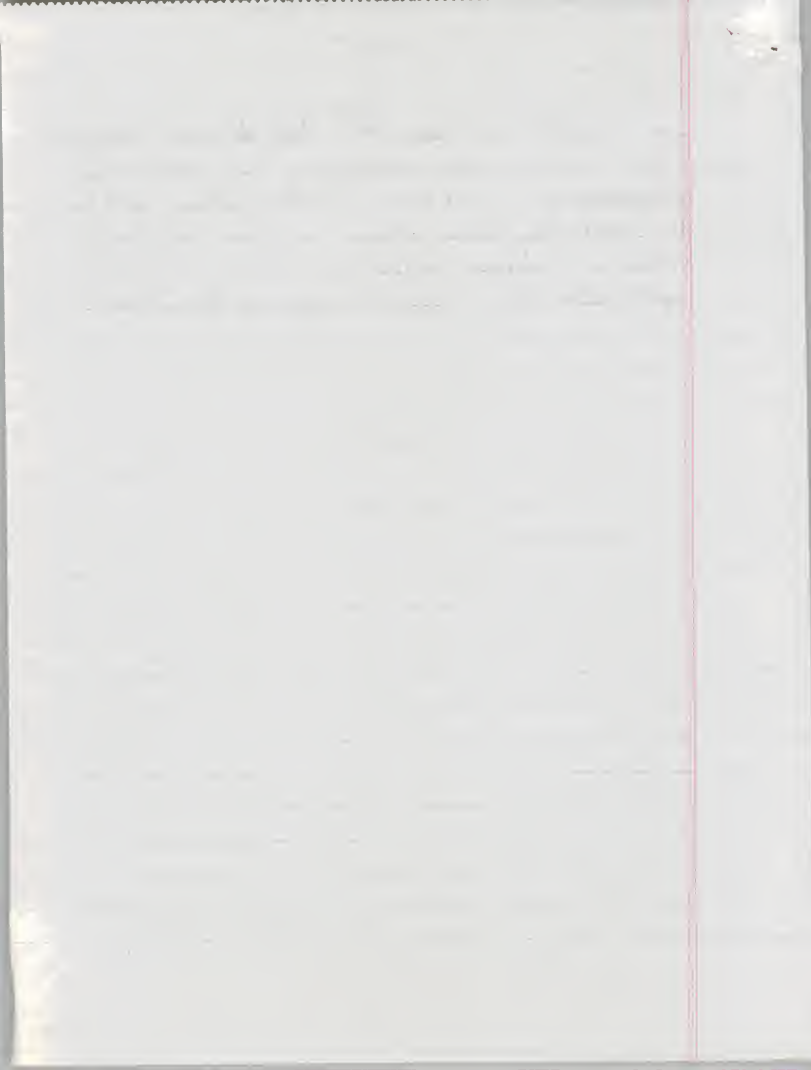
VP Marketing

The Data Group Corp. provides applications software for field service management. They are looking for a European site to do both manufacturing and software modification and development from. The Data Group currently uses a distributor in the U.K., and wants to expand their European presence. They are currently in the planning stages, so contact by an IDB representative would not be appropriate for another three months (August 1990). Because they are still in the planning stages, Mr. Larson was uncertain as to exactly what the financial considerations would be; however, he is interested in whatever incentives the IDB can offer. He does have concerns about finding people skilled in UNIX and



(2)

in particular, 'C' and other tools for UNIX. As of yet, Mr. Larson was unaware of any advantages/disadvantages of investing in Northern Ireland, but again, he stated they were still in the planning stages. There is a definite interest in having the ~~MB~~ speak with Mr. Olsson in approximately 3 months.



DP



4EGTG

4E1NJ

4/13 16.0

4/6 9.1

3/30 9.8

34.9

17.5

8.3

4.8

13.1

SR

6.6

JP

4/13 7.8

4/6

3/30 3.0

10.8

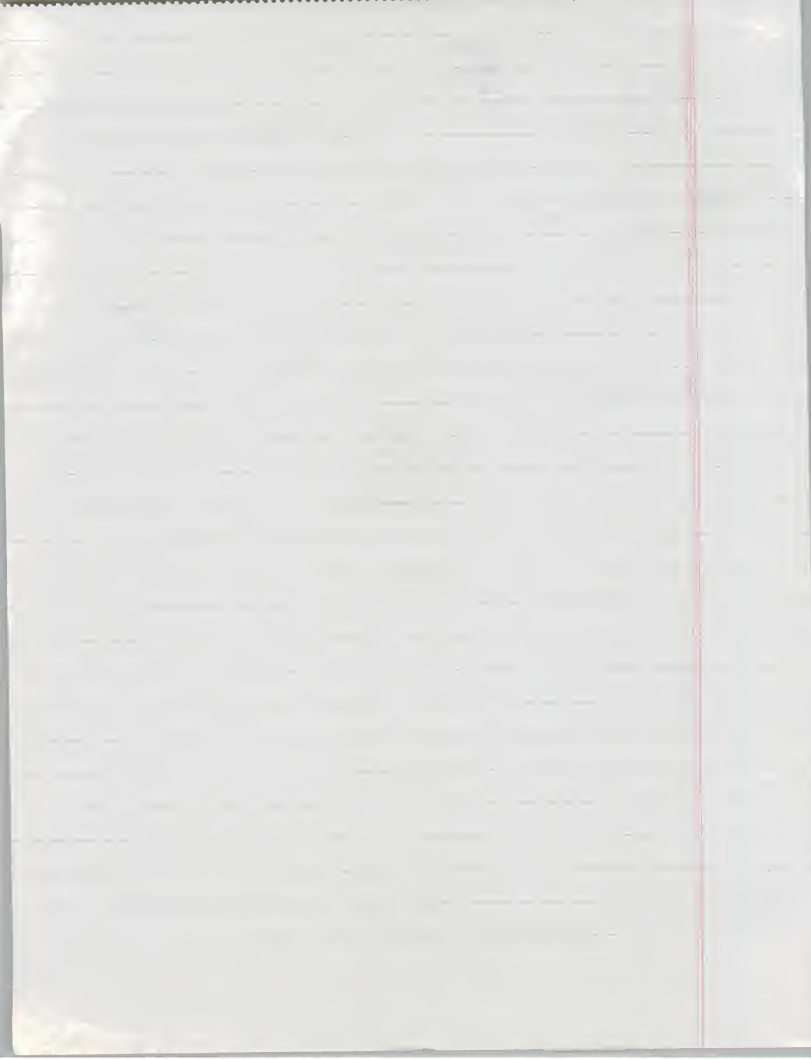
8.1

1.5

20

3.5 2.6

9.2 hrs.ES.  
25.6 hrs.3.2 ESLS1.15 days





Aftec, Inc

(201) 789-3222

4/17/90

200 Central Ave

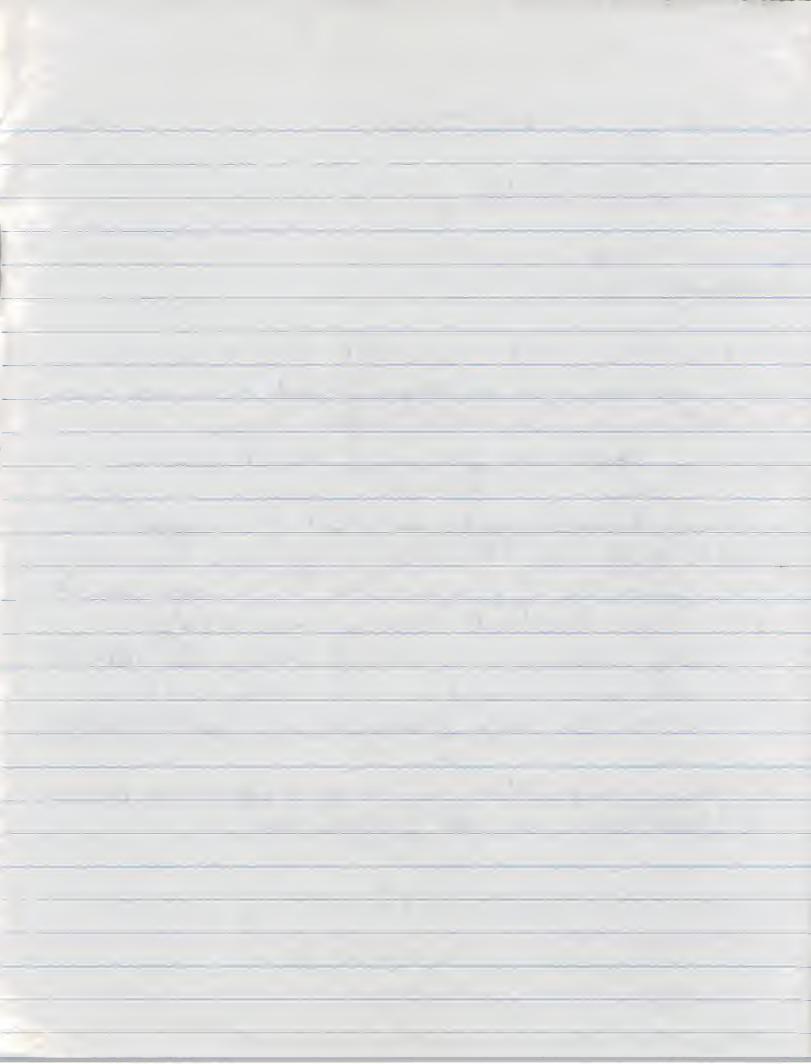
Mountainside NJ 07092

Mr. John P. Foss  
President

Mr. Foss feels that if the IDB could introduce Aftec to another firm already in N. Ireland (already has a presence there), he would be "very Enthusiastic" about expansion into NI.

Aftec is a software manufacturer, so the manufacturing can be done anywhere. The limitations are not so much financial (although this is also a factor) as a lack of knowledge about the market. That's why Mr. Foss would prefer a joint venture with a firm already familiar with the current market conditions. Financial incentives would be helpful, especially a reduced cost of market entry. No particular skill requirement concerns. Other concerns (due to NI location) are image, disruptions, and safety of employees.

Mr. Foss, as president, is the most appropriate person to speak with an IDB representative.



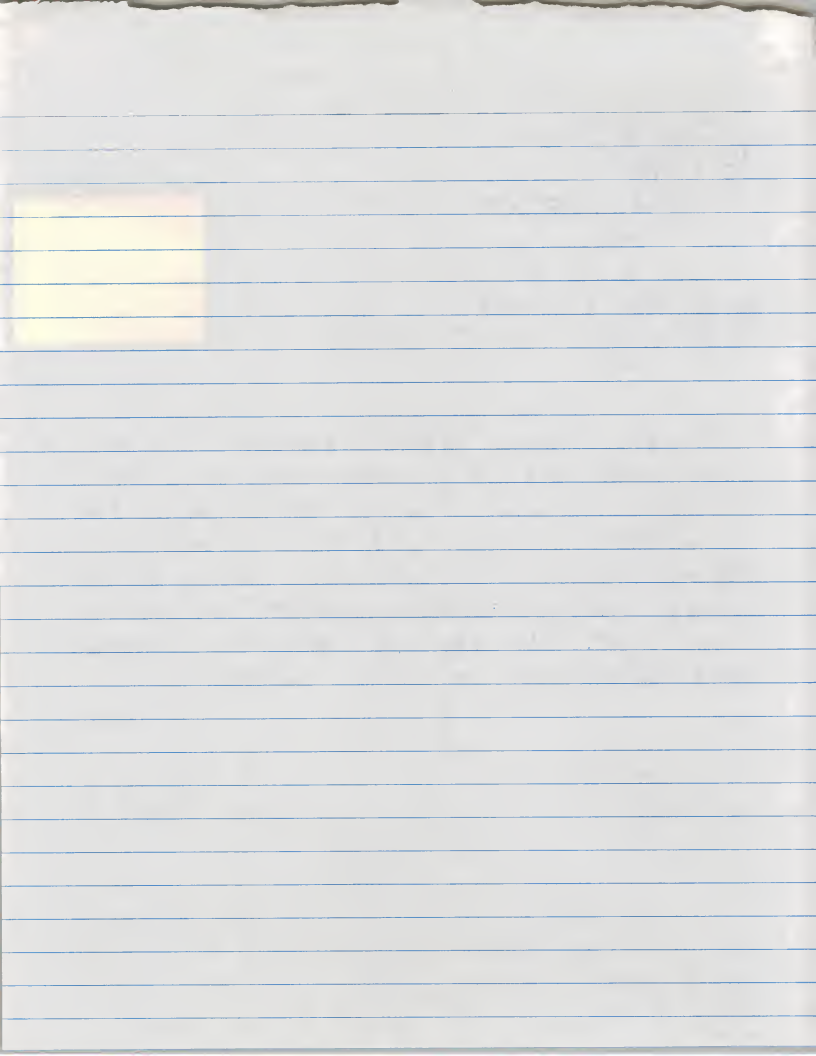
4/23/90

Daly & Wolcott, Inc.  
P.O. Box 1509  
East Greenwich ~~RI~~ RI 02818  
(401) 823-8400

Andrew Kiza X240  
VP Marketing

Joanne,  
This is another YINS  
interview (yay!)  
They would like very  
much to have the IDB  
contact them.  
JP

D&W has ~~the~~ applications software offerings. Either looking for  
mfg plant or a base to run customer consulting from. D&W  
is in the very preliminary stages of overseas expansion and  
would welcome contact from the IDB. Financials are not  
the only consideration - need people who are already familiar  
with IBM midrange computers, and has concerns about  
their skill level. Mr. Kiza said there were no particular  
advantages/disadvantages to Northern Ireland.



GEINS

4/18/90

Companies contacted ~~124~~ 1 interview

Inv / call back		50
# ng/co. out of business		9
No interest in Europe		46
Already contacted by IDB		2
Already contacted by IDA		1
Contact European office		6
has interest, but must mail info		3

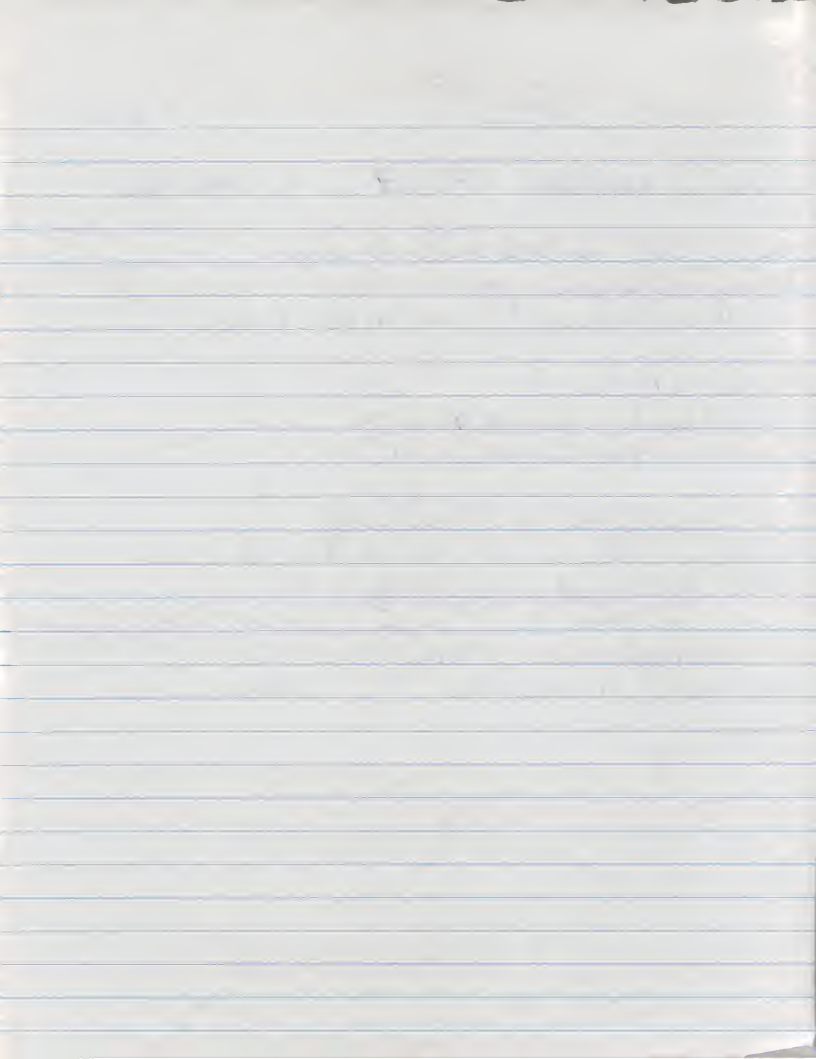
IDA: Applied Digital Data Systems (ADDS)

mail info: A+ Software Inc., AIM Tech, Albany Data Systems

IDB: Absolut Software Inc, Adra Systems

Contact European Office: Alliant Computer Systems, American Mat. Co., inc,  
Blackband Microsystems, BT-Financial Services, <sup>Base Worldwide Info Sys, Chemical</sup> design,

Apollo Computer Said to contact HIP in California



YE/NS

4/13/90

Total companies contacted 117

Companies with no European plans <sup>43</sup> III III III III III III III III III

# In / Be back 4/16 # 68

# said to contact European Offices 1111

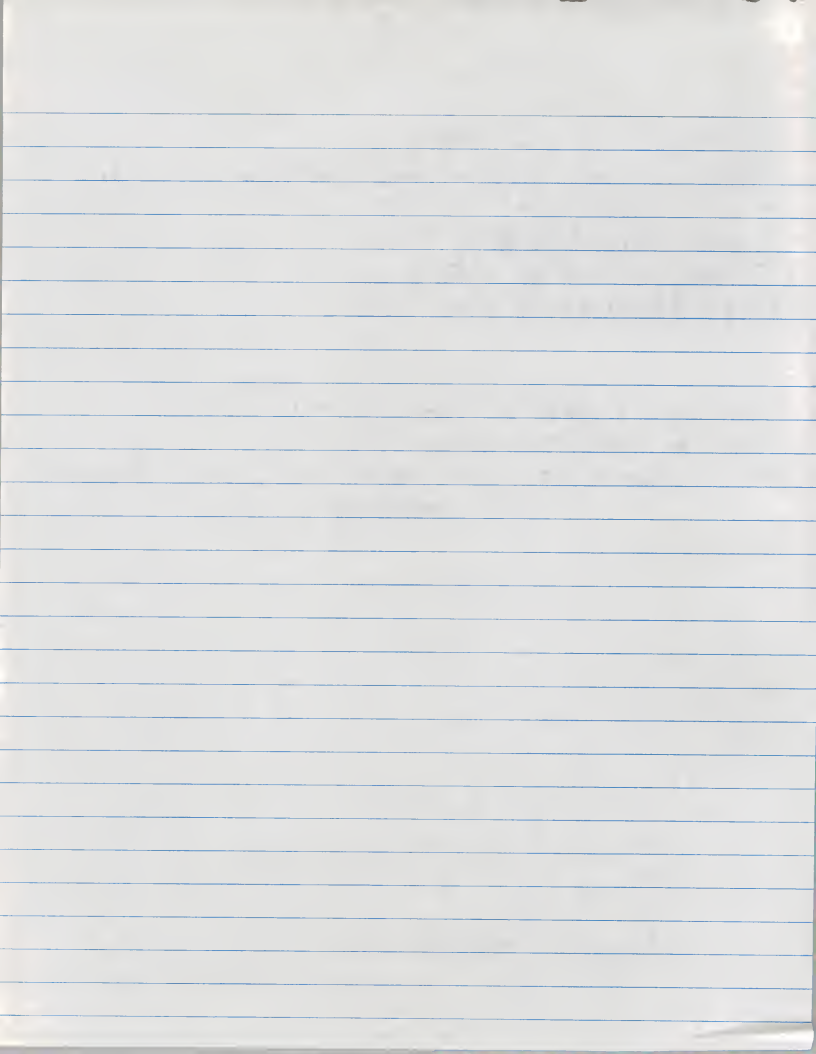
# already contacted by IDB 1

# already contacted by IDA 1

Contacted by IDA: Applied Digital Data Systems (ADDS)

Contacted by IDB: ADRA Systems

Contact European office: Alliant Computer Systems, American Management Co.,  
Bull Worldwide Inf. Sys., Chemical Design Inc





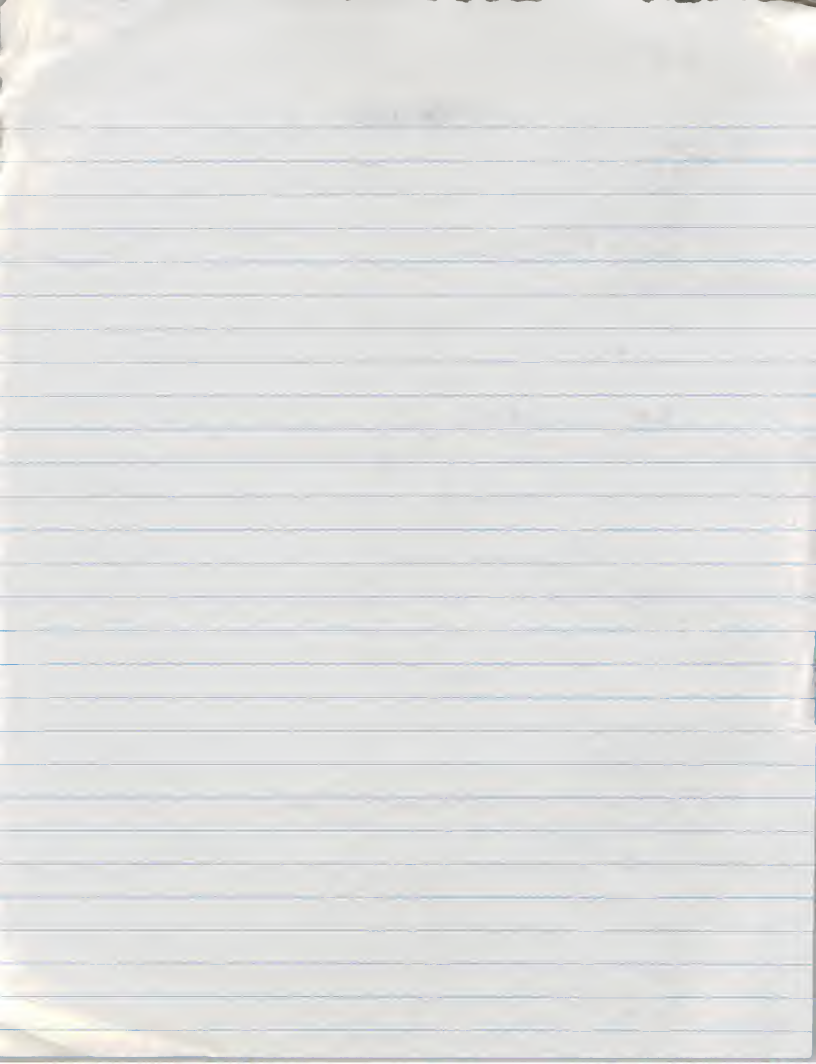
4/8 18/90

VEGETE Time

3/30 (w/c)	9.8	} 40.0 hrs
4/6 "	9.1	
4/13 (")	16.0	
(as of 4/18)	5.1	

VEINS Time

4/6	4.8	} 10.1 hrs.
4/13	4.2	
(as of 4/18)	1.1	



## INPUT

PICCADILLY HOUSE  
33/37 REGENT STREET, LONDON SW1Y 4NF  
TEL: (01) 493 9335 TELEX: 27113  
FAX: (01) 629 0179

## FAX TRANSMITTAL FORM

DESTINATION: TOM O'FLAHERTY - NEW JERSEYFAX NUMBER: + JOANNE PONWITZ

ATTENTION: \_\_\_\_\_

Telephone Number/Location \_\_\_\_\_

NUMBER OF PAGES: 1 of 15CONFIDENTIAL CORRESPONDENCE YES ☒ NO ☐URGENT YES ☒ NO ☐

## DESCRIPTION

Tom, I have now got into gear on the IDB work and enclose some refinements in respect of defining requirements.

- Firstly for clarity of definition of the 'project notes' following client meeting. (I have already briefed Joanne on this by phone.) The vendor's Task 2 is the only task you have to worry about(!) in order to complete YINT.

\*\*\*\*\*

FROM: PETER LINESDATE: 3. 4. 90

INPUT

Project Charge Code: \_\_\_\_\_



- Secondly, an 'example' of the level of output I would expect on a CONTACT form to be submitted to the client - but please use your judgement as to what is appropriate.
- Thirdly, the interview guide sheet I have developed with your help, which I think can be used in conjunction with a standard VAP interview form for those vendors for whom we have no basic information, hopefully very few!

Trust all is reasonably, look forward to speaking to you on the phone.

Regards

Peter

3. 4. 90

18, 1913  
Dear Mr. [Name]  
[Faint handwritten text]

[Faint handwritten text]

[Faint handwritten text]

[Faint handwritten text]

[Faint handwritten text]

[Faint handwritten text]

[Faint handwritten text]

# ① PROJECT NOTES YILO (IDB)

## 1. VENDOR SEARCH (TASK 2.)

- PROJECT TARGET IS 20 LONDON  
10 NEWJERSEY (YINJ).
- THE TASK IS TO IDENTIFY A SET OF VENDORS WHO CAN REALISTICALLY BE CONSIDERED AS «SUSPECTS» FOR INVESTMENT IN NORTHERN IRELAND. THIS IMPLIES:
  - WE HAVE IDENTIFIED WITHIN THE VENDOR ORGANISATION A NAMED INDIVIDUAL WHO MUST BE A SENIOR EXECUTIVE TO WHOM THE NI INVESTMENT SALES CASE CAN BE MADE
  - THIS SENIOR EXECUTIVE MUST HAVE (TO OUR BEST ABILITY TO DETERMINE IT) REAL AUTHORITY OR VERY STRONG INFLUENCE OVER THE VENDOR'S INVESTMENT DECISIONS
  - IT IS THEREFORE MOST LIKELY THAT THE IDENTIFIED INDIVIDUAL WILL HAVE A POSITION SUCH AS:
    - CHAIRMAN / PRESIDENT
    - DIRECTOR / VICE-PRESIDENT
    - OF
    - FINANCE / DEVELOPMENT / R&D
    - OPERATIONS





- IT IS IMPORTANT THAT WE ELIMINATE ANY INDIVIDUAL WHO HAS A PREJUDICED POSITION WITH REGARD TO NI. (MORE LIKELY TO BE A PROBLEM FOR UK THAN US TARGETS)
- THE KEY SALES MESSAGE OF THE IDB IS THE AVAILABILITY OF:
  - SKILLED LABOUR
  - INVESTMENT GRANTS
- CONSEQUENTLY INVESTING IN NORTHERN IRELAND IS LIKELY TO PROVE ATTRACTIVE TO THOSE COMPANIES FOR WHOM:
  - GEOGRAPHIC REMOTENESS (RELATIVELY) IS NOT A PROBLEM IE A SOFTWARE DEVELOPMENT LABORATORY, CONVERSION CENTRE ETC
  - FINANCIAL INCENTIVES WOULD BE PARTICULARLY ATTRACTIVE
  - HAVING DIFFICULTY IN HIRING STAFF
- ANY EVIDENCE OF THE ABOVE TENDENCIES PARTICULARLY WITH REGARD TO GEOGRAPHIC REMOTENESS WOULD BE VALUABLE INTELLIGENCE.

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS  
AND ARCHITECTURE  
1100 EAST 58TH STREET  
CHICAGO, ILL. 60637

TO THE DIRECTOR OF THE  
MUSEUM OF MODERN ART

FROM  
THE UNIVERSITY OF CHICAGO

RE: THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS  
AND ARCHITECTURE  
1100 EAST 58TH STREET  
CHICAGO, ILL. 60637

UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS  
AND ARCHITECTURE  
1100 EAST 58TH STREET  
CHICAGO, ILL. 60637

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS  
AND ARCHITECTURE

1100 EAST 58TH STREET  
CHICAGO, ILL. 60637

UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS  
AND ARCHITECTURE  
1100 EAST 58TH STREET  
CHICAGO, ILL. 60637

- WE WILL CANVAS INFORMATION AND COMMUNICATIONS TECHNOLOGY VENDORS USING A SIMPLE INTERVIEW CHECK LIST (ATTACHED) TO IDENTIFY THE REQUIRED NUMBER OF CONTACTS \*
- IN ALL CASES WE WILL IDENTIFY THE FACT THAT WE ARE WORKING ON BEHALF OF THE IDB.
- THE ONLY RESTRICTION PLACED ON US IS TO AVOID APPROACHING THE FOLLOWING ORGANISATIONS WHO ARE ALREADY BEING ACTIVELY PURSUED BY THE IDB:

• UK	ORACLE	• US	XRT
	SEMA GROUP		AST
	HOSKYN (INSIGHT)		ASA
	G C MCKENAN		ORACLE
	AST		
	BIS (NYNEX)		
	SIEMENS/IN2		
	GEC-MARCONI		
	GPT		
	CENTRE-FILE		
	ICL		

\* THE CRITERIA SHOULD BE ON THE "QUALITY" AND "VALUE" OF THE EXECUTIVE IDENTIFIED NOT ON THE TYPE OF COMPANY PER SE.



— THE WRITTEN INFORMATION TO BE PROVIDED TO THE IDB FOR EACH CONTACT SHOULD BE AS FOLLOWS:

- NAME OF VENDOR , ADDRESS , TELEPHONE NO ETC.
- THE NAMED EXECUTIVE / POSITION / TITLE / RESPONSIBILITIES.
- BRIEF JUSTIFICATION FOR THEIR SELECTION
- OVERVIEW OF COMPANY HIGHLIGHTING ANY SPECIAL FACTORS IDENTIFIED GERMANE TO THIS PROJECT EG.
  - SPECIFIC NEEDS FOR DEVELOPMENT STAFF
  - FINANCIAL CONSIDERATIONS
  - ATTITUDES TO INVESTMENT LOCATIONS
- VAP PROFILE IF AVAILABLE. (IF NOT AVAILABLE THIS IS A GOOD OPPORTUNITY TO DO ONE!)

— (PL TO PRODUCE AN EXAMPLE OF ABOVE).  
WE MUST HAVE SAMPLES BY 9/4/90.



(2)

## EXAMPLE OF CONTACT REPORT

- NAME OF VENDOR
- ADDRESS
- TELEPHONE #
- FAX #

- NAME OF INDIVIDUAL
- POSITION TITLE

- Mr John Smith has overall responsibility for the service and support functions of the XYZ company. In particular he controls a field support network of 50 system support personnel and their remote support centre at Brunels.

- SELECTION CRITERIA.

It is understood that the XYZ company is actively seeking to open a second remote support centre in Europe, partly as back-up to their Brunels centre, but primarily to support their new range of manufacturing software products. They are not known to have any preconceived views as to where this site should be located. Access to well-trained personnel and investment assistance are thought to be interesting criteria to this company.

1909

1909

1909

1909

1909



(example)

## COMPANY OVERVIEW

## ISTEL

- £80M ANNUAL REVENUES  
- PBT £8M
- NETWORK SERVICES
- SYSTEMS OPERATIONS
- SUBSIDIARY OF AT&T

- Istel achieved annual revenues of £80M in 1989 having

~~~~~

- Principal Products & services are . . . .

- Istel was bought by AT&T in . . . . .

~~~~~

2.

1875

January 1st 1875

Dear Sir

I have the honor to acknowledge

the receipt of your letter of the 24th

inst. in relation to the above

mentioned matter.

I am sorry to hear that you are

unable to attend to the business

of the office at present.

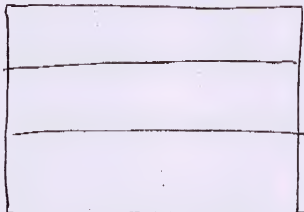
I am, Sir, very respectfully,

Your obedient servant,

Wm. H. Smith

## COMPANY OVERVIEW

## ISTEL REVENUE ANALYSIS



- (2 or 3 at the most)
- N.B. Further charts would identify other key points about the company drawn from the VAP Profile or the research
- This is simply 'packaging' - pulling out key points eg an strategy country coverage etc as appropriate to the vendor in question.

3.



For example.

#### COMPANY OVERVIEW

##### IMPORTANT CONDITIONING FACTORS

##### RE NI INVESTMENT

- EUROPEAN VENTURE PLANNED
- HIGH REQUIREMENT FOR UNIX SKILLS
- PRESSURE ON MARGINS

- This final page summarises key points of particular relevance to the case for investment in NI.

N.B. The Format is 35mm Exhibit

+ EXPLANATORY TEXT

4.

---

THE [illegible] OF [illegible]

BY [illegible]

IN TWO VOLUMES

LONDON: [illegible]

18[illegible]

THE [illegible] OF [illegible]

BY [illegible]

IN TWO VOLUMES

LONDON: [illegible]

18[illegible]

THE [illegible] OF [illegible]

BY [illegible]

IN TWO VOLUMES

LONDON: [illegible]

18[illegible]

PUT IN AS WELL

VAP/E PROFILE

OR EQUIVALENT

5.

THE UNIVERSITY OF CHICAGO

LIBRARY

1954



### ③ INTERVIEW GUIDE SHEET

(N.B. - SHOULD BE PREFACED BY STANDARD INPUT  
INTERVIEW COVER SHEET.)

THE HISTORY OF THE  
REPUBLIC OF THE UNITED STATES

OF THE  
FEDERAL GOVERNMENT  
OF THE UNITED STATES

IDB VENDOR INVESTIGATIONPurpose:

To identify information services firms in the <sup>LONDON</sup>/Northeastern U.S. - preferably in the Boston area - that need European-based facilities and staff (or need to expand their current European operations).

INPUT's client, the Northern Ireland Industrial Development Board, will brief qualified companies on the advantages of using Northern Ireland as a European base.

Target Characteristics:

- 1) The company (or specific company units) does not necessarily require ongoing, close proximity to customers or other company operating units. Examples of desirable functions include software product development/maintenance; custom software development network or processing services, systems integration.
- 2) The company is envisaging significant expansion /need for people in its European organisation.  
Significant level \$2M + ?
- 3) Need for 'offshore' capability to support global need.
- 4) Open-minded in respect of location  
- no specific prejudice against Northern Ireland.

Target Respondents:

V.P. Finance, V.P. Development/R&D (Software Company), V.P. Operations (Service Company)

THE [illegible] OF [illegible] [illegible]

BY [illegible] [illegible] [illegible]

IN TWO VOLUMES

LONDON: [illegible] [illegible] [illegible]

THE [illegible] OF [illegible] [illegible]

BY [illegible] [illegible] [illegible]

IN TWO VOLUMES

LONDON: [illegible] [illegible] [illegible]

THE [illegible] OF [illegible] [illegible]

BY [illegible] [illegible] [illegible]

IN TWO VOLUMES

LONDON: [illegible] [illegible] [illegible]

## IDENTIFY SENIOR CONTACT

## NORMAL INTRODUCTION OF: YOURSELF

- YOURSELF
- INPUT AND ITS RESEARCH WORK

Explain that you are acting on behalf of the IDB, the fact that the IDB are seeking to persuade people of certain significant advantages that they can offer companies intending investment in Europe, notably:

- Reduction by as much as a half in the level of investment required.
- Access to a ready supply of highly skilled <sup>(English speaking)</sup> people. ~~from~~

## POSSIBLE DISCUSSION POINTS.

- What investments are you planning in Europe that might benefit from these sort of advantages?

~~Do all the~~ (products/product support)

- What services do you provide that could be located 'remotely' from customer sites or development lab.



- Are financial limitations an issue for your firm in meeting ~~any~~ of these opportunities?
- Would financial incentives therefore be important to you?
- Are there any particular skill requirements that are causing you concern in Europe?
- May I ask you whether there are any particular reasons why you might favour (or NOT favour) investing in Northern Ireland?  
— Advantages / Disadvantages.
- Who is the best person (if not yourself) to meet with a representative of the IDB to discuss these opportunities further?

#### FOR FIRMS WITH NO VAP PROFILE

- I would like to update our records with current information on your organisation, can you suggest who the best person is to contact for detailed data on your firm?
- Can you please send me a copy of your latest annual report and any product or other literature which you feel might be relevant.

THANKYOU AND CLOSE

The first thing I noticed when I stepped  
out morning and found myself in

the night air. The temperature was  
just what I needed.

And the stars were so bright and clear  
it felt like I was looking at a new world.

There was something about the way the light  
fell on the ground, the way the wind  
whispered through the trees. It was  
a feeling I had never experienced before.

I had heard that the night sky was beautiful,  
but I didn't realize how much it would  
take my breath away.

It was a moment I will never forget.

And when I looked up at the stars, I  
felt like I was looking at a new world.  
It was a feeling I had never experienced before.

And when I looked up at the stars, I  
felt like I was looking at a new world.  
It was a feeling I had never experienced before.



## INPUT

PICCADILLY HOUSE  
33/37 REGENT STREET, LONDON SW1Y 4NF  
TEL: (01) 493 9335 TELEX: 27113  
FAX: (01) 829 0179

## FAX TRANSMITTAL FORM

DESTINATION: TOM O'FLAHERTY / JOANNE PONNHITZ  
FAX NUMBER : \_\_\_\_\_  
ATTENTION : NJ  
Telephone Number/Location \_\_\_\_\_

NUMBER OF PAGES: 1 of 4

CONFIDENTIAL CORRESPONDENCE YES ☒ NO ☐

URGENT YES ☒ NO ☐

## DESCRIPTION

Tom / Joanne,

Typed version for your comments.

Peter.

\*\*\*\*\*

FROM: PETER LINES  
DATE: 4. 4. 90  
INPUT  
Project Charge Code: \_\_\_\_\_

THE

NEW

SPRING

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IDB VENDOR INVESTIGATIONPurpose:

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INPUT's client, the Northern Ireland Industrial Development Board, will brief qualified companies on the advantages of using Northern Ireland as a European base.

Target Characteristics:

- 1) The company (or specific company units) does not necessarily require ongoing, close proximity to customers or other company operating units. Examples of desirable functions include software product development/maintenance; customer software development network or processing services, systems integration.
- 2) The company is envisaging significant expansion/need for people in its European organisation. Significant level \$2m +?
- 3) Need for 'offshore' capability to support global need.
- 4) Open-minded in respect of location - no specific prejudice against Northern Ireland.

Target Respondents:

Director/V.P Finance, Director/V.P. Development/R&D (Software Company), Director/V.P. Operations (service Company), Chairman/Managing Director/President.



INTERVIEW GUIDE SHEET

## IDENTIFY SENIOR CONTACT

## \* NORMAL INTRODUCTION OF:

- YOURSELF
- INPUT AND ITS RESEARCH WORK

## \* Explain that you are acting on behalf of the IDB, the fact that the IDB are seeking to persuade people of certain significant advantages that they can offer companies intending investment in Europe, notably:

- Reduction by as much as half in the level of investment required.
- Access to a ready supply of highly skilled (English speaking) people.

## POSSIBLE DISCUSSION POINTS

- \* What investments are you planning in Europe that might benefit from these sort of advantages?
  
  
  
  
  
  
  
  
  
  
- \* What services do you provide that could be located 'remotely' from customer sites eg. development lab?
  
  
  
  
  
  
  
  
  
  
- \* Are financial limitations an issue for your firm in meeting these opportunities?

# DECLARATION

Whereas the undersigned

do hereby declare

that

the foregoing is true

and correct to the best of my knowledge and belief, and that I am not aware of any facts or circumstances which would render the foregoing untrue or incorrect.

Witness my hand and seal this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.

\_\_\_\_\_  
[Signature]

\_\_\_\_\_  
[Signature]

\_\_\_\_\_  
[Signature]

\_\_\_\_\_  
[Signature]

\_\_\_\_\_  
[Signature]

- \* Would financial incentives therefore be important to you?
- \* Are there any particular skill requirements that are causing you concern in Europe?
- \* May I ask you whether there are any particular reasons why you might favour (or NOT favour) investing in Northern Ireland? - Advantages/Disadvantages.
- \* Who is the best person (if not yourself) to meet with a representative of the IDB to discuss these opportunities further.

FOR FIRMS WITH NO VAP PROFILE

- \* I would like to update our records with current information on your organisation, can you suggest who the best person is to contact for detailed data on your firm?
- \* Can you please send me a copy of your latest annual report and any product or other literature which you feel might be relevant.

THANKYOU AND CLOSE

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS



FEB-29-98 TUE 10:35 INPUT NJ

P. 01

INPUT®

Parsippany Place Corporate Center, Suite 201, 959 Route 46 East, Parsippany, NJ 07054 (201) 299-6999

FAX No. (201) 263-3341

GIND

FAX TRANSMITTAL FORMCOVER SHEET - Page 1DESTINATION: UK

FAX NUMBER: \_\_\_\_\_

ATTENTION: Peter L

Telephone Number/Location \_\_\_\_\_

FROM: TOPDATE: Feb 20PAGES: 1 of 2

TYPE:

CONFIDENTIAL CORRESPONDENCE

YES

NO

URGENT

YES

NO

CHARGE CODE: \_\_\_\_\_

Peter - Re IDB proposal. Days are

COMMENTS:

reasonable (I think, see below); however, our daily rate is \$1,500, so cost would be \$11,250 or about £6,750. Questions:

- How do contents of vendor profiles differ from VAPS profiles?
- Must target co. HQ be in Boston?



however, I trust that we can cope with this particularly as the requirement is ~~for~~, if not entirely straightforward, is fairly open-ended. I trust you agree!

Hopefully I have spelt out the requirements clearly below but I'm sure you will let me know if you have not.

Regards

Peter

19.3.90.

PS please excuse handwriting, but I am trying to respond quickly.



# INPUT

PICCADILLY HOUSE  
33/37 REGENT STREET, LONDON SW1Y 4NF  
TEL: (01) 493 9335 TELEX: 27113  
FAX: (01) 629 0179

## FAX TRANSMITTAL FORM

DESTINATION: NEW JERSEY  
FAX NUMBER : \_\_\_\_\_  
ATTENTION : TOM O'FLAHERTY  
Telephone Number/Location \_\_\_\_\_

NUMBER OF PAGES: 1 of \_\_\_\_\_  
CONFIDENTIAL CORRESPONDENCE YES ☒ NO \_\_\_\_\_  
URGENT YES ☒ NO \_\_\_\_\_

### DESCRIPTION

Tom, We have at long last got the IDB order upon which we exchanged faxes several weeks ago - I attach your reply for convenience - and I have responded to your comments by upping your allocation to £7,000 - In effect I am sending you a custom order (code YINT ~ unless you want to change this code) for this amount to the specification set out below. The bad news is that we have a tight timescale for this,  
(MORE)

\*\*\*\*\*

FROM: PETER LINES  
DATE: 19.3.90  
INPUT  
Project Charge Code: \_\_\_\_\_



A CUSTOM ORDER  
FOR THE NEW JERSEY OFFICE  
FROM INPUT LONDON  
FOR THE IDB.  
CODE YINT  
VALUE £7,000.

MARCH 1990.





FEB-20-90 TUE 10:36 INPUT NJ

P.02

- Are hardware companies' software-related operations ok?
- What is meant by systems integration in this context?

Maybe if I saw the who proposed my questions would be answered. (E.g., I assume there are different criteria for Japan)

Do we have a de facto minimum-sized company we're looking for? My fear obviously is that if we constrain our criteria too much we could have trouble identifying 20 suitable companies.

With those qualifications, my answer is yes.

Tan

P.S. - What is "remote skill training"?



INPUT LIT

## SCOPE

The scope of the study is specifically defined by targeting the software and information services industry defined as comprising the following sectors:

- Processing Services
- Network Services
- Software Products
- Professional Services
- Systems Integration
- Turnkey Systems

The IDB has selected the three sectors of Network Services, Software Products (especially Systems Software) and Systems Integration as most likely to be the areas which provide the best opportunities. INPUT will examine and comment on this selection and make appropriate recommendations as part of the study.

It is most likely that the targeted vendors will be those that are focussing on entering or expanding their activities in the European market. Further, the best inward employment potential is likely to come from the development of projects which address business opportunities outside Northern Ireland. The implication of this is that the projects most likely to benefit the development of employment in Northern Ireland are those that can be remotely developed and do not require close and continuous liaison with the customer.

It is INPUT's suggestion that the geographic areas most likely to lead to the identification of software and information services vendors that meet these criteria are centred on:

- London
- Boston, USA
- Tokyo

INPUT notes that the IDB has Overseas Representatives in these locations. It would be necessary to discuss this geographic selection at the outset of the project.

~~Initially INPUT would meet with the IDB to review visual aids and promotional material in order to identify possible improvements that would support the IDB's overall objectives for Inward Investment.~~

*As defined by INPUT*



## IDB SECTORAL DEVELOPMENT

## INWARD INVESTMENT FOR SOFTWARE AND INFORMATION SERVICES

## OBJECTIVES

The overall objective of this research project is to assist and support the IDB in the implementation of their Inward Investment Sectoral Campaign for the Software and Information Services Industry. This will be achieved through:

- the targeting of specific geographic areas and companies whose needs can be matched to what Northern Ireland has to offer.
- the provision of key market information to the IDB's Overseas Representatives.

Specifically the objectives of this particular research study are as follows:

- ~~Provide a short critique of the draft document concerning Inward Investment with particular reference to the rationale for selecting target companies.~~
- Identify approximately 10 leading vendors in each of the three selected areas, together with the provision of a justification for the selection of the areas. These areas to coincide with regions where the IDB has Overseas Representatives. The emphasis to be placed on identifying vendors likely to be delivering large projects. The target is to achieve 30 contacts. (20 IN LONDON 10 IN BOSTON AREA) } YINT is for the BOSTON area.
- ~~Provide an overview of the software and information services industry and make recommendations with regard to the need for (remote) skill training.~~
- ~~Provide a brief description of the technological and other factors driving the growth of the industry.~~
- ~~Review IDB visual aids and promotional material in order to identify possible improvements to assist in achieving the objectives of the Inward Investment strategy.~~



## DELIVERABLES

The proposed vendor contacts and justification would be presented to IDB in written form. In a separate presentation document, as described above, INPUT would provide an overview of the software and information services industry, essentially for briefing Overseas Representatives, which would also contain a brief description of the technological and other factors driving the growth of the industry.

## SCHEDULE (DATES NO LONGER RELEVANT)

INPUT is keenly aware of the IDB's need to move quickly to implement their strategy. At the same time INPUT is conscious of the need to produce high quality contacts that have been thoroughly researched in a professional manner. In particular to organise research in the USA and most especially in Japan will require a longer lead time. The differences between Western and Japanese business practices raises the possibility of achieving advice from INPUT's Tokyo office on how best to proceed with building the essential personal relationships with senior executives in the target companies.

INPUT therefore proposes a phased schedule in which London is targeted initially to be followed subsequently by research projects conducted in the Boston and Tokyo areas. The dates for these are to be agreed later. In total INPUT proposes that this research project would lead to the identification of a total of some 30 contact companies.

The first phase of this project which would encompass all five specified tasks, but in which Task 2 would only relate to London would be accomplished by Thursday March 15th.

The above schedule assumes authorisation to proceed on the project by Monday 19th February 1990.





## METHODOLOGY

Specific tasks to be accomplished are identified according to the numbers used in John Harris's Tender Requirement letter 30.1.90.

At the commencement of the study the IDB and INPUT would meet in order to confirm the detailed study objectives and to finalise the chosen areas and geographic regions selected. It is also planned that INPUT's critique of the draft document concerning Inward Investment could be presented and discussed at this time. (Task 1)

LONDON

INPUT would then organise a vendor search, by means of its comprehensive records and continuous research of the computer software and information services industry and through its many personal contacts with leading industry executives. This activity would result in a written document being prepared for the IDB listing the contacts identified (named vendors and executive contact name) together with a brief justification for their selection. (Task 2)

LONDON

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NEW JERSEY

This document would contain a brief description of each of the selected companies in order to highlight special factors (eg specific needs for development staff, attitudes of senior executives to different investment locations) and to provide a level of basic information on each target company.

LONDON

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NEW JERSEY

In order to meet the overall requirements of the IDB in this project, INPUT recommends that a phased approach be taken to the implementation of the full task. The suggested timetable for this is set out in the section below titled 'Schedule.'

INPUT would also prepare an overview of the software and information services industry and a brief description of the technological and other factors driving industry growth with the purpose of this material being used to brief Overseas Representatives. INPUT recommends that these be prepared in the form of a presentation, with scripted notes to achieve clarity and precision.

LONDON

Based on the preparation of this material, INPUT would prepare recommendations with regard to the need for (remote) skill training of Overseas Representatives, for example advising on the availability of remote learning packages or other suitable services. Input would meet with the IDB to identify the specific needs in this area. (Tasks 3 & 4)

LONDON

Finally INPUT would meet with the IDB to critique visual aids and other promotional material with the objective of introducing improvements to achieve the overall aims of the IDB. (Task 5)

LONDON

